This is a digital copy of a book that was preserved for generations on library shelves before it was carefully scanned by Google as part of a project to make the world's books discoverable online.

It has survived long enough for the copyright to expire and the book to enter the public domain. A public domain book is one that was never subject to copyright or whose legal copyright term has expired. Whether a book is in the public domain may vary country to country. Public domain books are our gateways to the past, representing a wealth of history, culture and knowledge that's often difficult to discover.

Marks, notations and other marginalia present in the original volume will appear in this file - a reminder of this book's long journey from the publisher to a library and finally to you.

Usage guidelines

Google is proud to partner with libraries to digitize public domain materials and make them widely accessible. Public domain books belong to the public and we are merely their custodians. Nevertheless, this work is expensive, so in order to keep providing this resource, we have taken steps to prevent abuse by commercial parties, including placing technical restrictions on automated querying.

We also ask that you:

+ *Make non-commercial use of the files* We designed Google Book Search for use by individuals, and we request that you use these files for personal, non-commercial purposes.

+ *Refrain from automated querying* Do not send automated queries of any sort to Google's system: If you are conducting research on machine translation, optical character recognition or other areas where access to a large amount of text is helpful, please contact us. We encourage the use of public domain materials for these purposes and may be able to help.

+ *Maintain attribution* The Google "watermark" you see on each file is essential for informing people about this project and helping them find additional materials through Google Book Search. Please do not remove it.

+ *Keep it legal* Whatever your use, remember that you are responsible for ensuring that what you are doing is legal. Do not assume that just because we believe a book is in the public domain for users in the United States, that the work is also in the public domain for users in other countries. Whether a book is still in copyright varies from country to country, and we can't offer guidance on whether any specific use of any specific book is allowed. Please do not assume that a book's appearance in Google Book Search means it can be used in any manner anywhere in the world. Copyright infringement liability can be quite severe.

About Google Book Search

Google's mission is to organize the world's information and to make it universally accessible and useful. Google Book Search helps readers discover the world's books while helping authors and publishers reach new audiences. You can search through the full text of this book on the web at `http://books.google.com/`

M SERIES

System

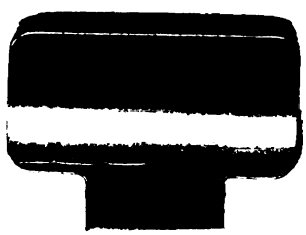
Office

ER

nett

LIBRARY
OF THE
UNIVERSITY OF CALIFORNIA.

Class



THE CARD SYSTEM SERIES

Vol. 1

LIBRARY OF THE UNIVERSITY OF CALIFORNIA

The Card System at the Office

by

J KAISER

Librarian of the Tariff Commission

Formerly Librarian of the Philadelphia Commercial Museums etc.

London

Printed and Published by VACHER & SONS, Westminster House, Great Smith Street, S.W.

1908

Price 5/- nett

Entered at Stationers' Hall

HF 5671
.K2

GENERAL

COPYRIGHT BY J KAISER

ALL RIGHTS RESERVED

LIBRARY OF THE UNIVERSITY OF CALIFORNIA

CONTENTS

	PAR.
I INTRODUCTION	1
II GENERAL EXPOSITION	7
III CARD SYSTEM APPLIANCES ..	18
The Vertical Cabinet	21
Binders and Folders	28
The Charging Cabinet	37
The Card Cabinet	43
Cards	51
Guides	54
Labels	58
IV THE CARD SYSTEM	59
Failures	66
Objections	68
Advantages	71
Terminology	77
Recording	78
Classification	79
Call Numbers	81
One Firm One Number ..	84
References :—	
Single References	87
Cross References	88
Registers	90
Central Registers	95
Writing Cards	97
Indexes	111
Central Index	112
Indexing	113

192467

Contents

	PAR.
Filing	120
Materials..	121
Guides	123
Cards	126
Alphabetical Register ..	128
"See" cards	133
Guides	137
Charging	145
Guides	147
Slips	148
Colour Application	149
Labels	151
Binders and Folders	152
Cards	153
Guides	156
Marking Cards	157
Flags	158
Handling Large Quantities ..	159
Alphabetical	161
Numerical	162

V APPLICATION TO OFFICE WORK:—

Correspondence	164
Incoming letters	165
Outgoing letters	166
Telegrams, etc.	167
Messages	168
Binders and Folders	169
C numbers	170
Enclosures	171
Binders or folders	172
Perforating and gumming ..	173
Filing letters	174
Filing binders	175
Cards	176
Alphabetical Register ..	177
Numerical Register ..	180
Indexes	182
Filing, &c.	183

	PAR.
Additional Recommendations	191
Letters—	
Confidential letters	192
Circular letters	193
Miscellaneous letters ..	194
Letters passed on	195
Returned letters	196
Copies of originals	197
Missing letters	198
Quantities of letters ..	199
Binders—	
Decimal call numbers ..	200
New Binders	202
Second Binders	203
Substituting Binders for Folders	204
Withdrawing Binders or Folders	205
Contents of a Binder ..	206
Obsolete Binders	210
Cards—	
Change of name	211
Effective and non-effective cards	212
Enclosures—	
Letters	214
Others	215
Accounts	216
Summaries—	
For old correspondents ..	219
For new correspondents ..	220
To withdraw a binder ..	221
To incorporate two binders	222
Press Cuttings—	
Filing	223
Pasting	224
Numbering	225
Indexing	226
Index Cards	227
Register of Papers	228
Charging	229

Contents

	PAR.
Press Cuttings—	
Cuttings as Enclosures ..	230
Obsolete Cuttings	231
Sets of Cuttings	232
Summary	233
Periodicals	237
Call Number	238
Registers..	239
Record of Receipt	240
Indexing..	241
Charging..	242
Filing	243
Summaries	244
Books and Pamphlets	249
Call Numbers	250
Filing	251
Registers..	253
Indexing..	254
Charging, etc.	255
Summaries	256
Trade Catalogues	261
Call Numbers	262
Registers..	263
Filing	264
Summaries	265
Samples	271
Call Numbers	272
Registers..	273
Filing	274
Miscellaneous	278
Patterns	279
Designs	280
Maps, etc.	281
Tenders and Contracts ..	283
Advertising	284
Telephone Register	285
Chronological Register.. ..	286
Office Literature	287

VI APPLICATION TO BUSINESS:—

PAR.

Circularising 291
Compiling register 292
Marking cards 293
Colours 294
Filing replies 299
Alphabetical register 300
Other Registers.. 301

Customers' Index 302

Travellers' Index 305

Mailing Lists 306

Business Ledger 310
Cards 317
Flags 318
What to indicate 319
Scheme I 320
Scheme II 323
Scheme III 325
Scheme IV 327
Business Ledger at work .. 333

VII THE KEY CABINET 336

VIII APPENDIX:—

The Day's Mail 342

The Daily Record 345

Effective Working of a System .. 351

IX TERMINOLOGY 366

X INDEX 367

ILLUSTRATIONS*

	PAR.
Individual vertical cabinets	26
Various cabinets	27
Various correspondence binders and folders, and pamphlets	35–6
Charging cabinet showing general arrangement	41–2
Card cabinet showing labels, rods, etc.	48–9
Card drawers showing alphabetical arrangement	50
Cards from alphabetical register	103
Cards from trades', territorial, and numerical registers	104
Card drawer showing numerical arrangement	105
Card drawer showing the application of flags	106
Card drawer showing territorial and alphabetical arrangement combined	107–8
Card drawer showing simultaneous alphabetical and geographical arrangement	109
Card drawer showing application of five position guides	110
Index card and guides showing corresponding position of terms on card and on the tabs of guides	117
Index guides showing references	117
Sets of index cards	118
Card drawer showing arrangement of index guides	119
Vertical drawer showing numerical arrangement of guides	125
Letter showing terms ringed, " See " stamp, transparent hinge, etc.	184
Set of cards to 184	185
Various sample cards	186–8
Cards showing corrections and additions	188–90
PC card with cuttings showing terms ringed for indexing, numbers on cuttings, " See " stamp, etc.	234
Sets of index cards to 234	235
Set of cards for P class	246
Various cardboard boxes showing labels, etc.	267
Cards from alphabetical register showing imaginary marks	298
Card for small business ledger	322
Card for large business ledger showing indicators, etc.	330
Key cabinet showing interior arrangement	340
Reproduction of a Daily Record	350

* Most of these Illustrations have been taken at the offices of the Tariff Commission by courtesy of the Secretary, Mr. W. A. S. Hewins.

I INTRODUCTION

The object of this book is to furnish office principals with adequate means by way of explanation and illustration to enable them to work out systems suitable to their individual requirements at the office or if they have already some system in use, to help them to co-ordinate and extend it so that the whole of this office work may have one homogeneous arrangement for its basis. 1

Office Organisation, of which the work here discussed forms part, has been considerably modified within recent years, and what is called the " card system " has now come very much into vogue. This bears sufficient testimony to its capabilities and usefulness in its practical application. The most important branches of office work are discussed in the following pages so far as the compass of this volume allows, and it is hoped that it may contribute its share to stimulate still further the general adoption of a system which is itself the outcome of modern business methods and has stood the test of time. Under " Application to Office Work " the section " Correspondence " has been treated more fully and under " Application to Business " the section " Circularising " has been treated similarly, these two subjects being the only ones which are more or less extensively applied at all offices. 2

As far as indexing proper is concerned, this volume gives sufficient information (in a condensed form) on which to construct indexes generally required at the office. Volume 2 will be almost entirely devoted to the work of indexing in the sense of analysing literature and will go more fully into the question of classification and the management of guide cards. The present volume is confined as far as practicable to the use of plain cards. Tabulated cards, methods of tabulating and the application of tabulated cards to practical business will be dealt with in volume 3, " The Card System at the Factory." 3

At the end of the sections under " Application to Office Work " will be found a summary of the work explained and the order in 4

which this work should be done. These summaries will serve as a check by which it is possible to ascertain that all the various steps in each case have had attention. Until sufficient experience has been gained to work independently, these summaries should be used as a guide to guard against omitting any of the successive steps in each operation. It is best not to trust too much to memory until the routine work is thoroughly mastered.

5 The text in this book is numbered by paragraphs and where a subject is treated in more than one place, the numbers in brackets indicate the additional paragraphs bearing on the subject under discussion.

6 Suggestions as to additions or improvements in the subject matter dealt with here will always be gladly received.

HAZELWOOD, NORTH FINCHLEY JK
January 1908

II GENERAL EXPOSITION

The various office materials with which we have to deal are correspondence, books and pamphlets, trade catalogues, press cuttings, samples etc. For the want of a better term these will be referred to collectively as *materials* simply. These materials form our starting point and our task consists in arranging them so that any one thing may be found without delay when required. 7

The various steps necessary to accomplish this are: 8

1 The division of the materials into broad classes.

2 The arrangement of each class in numerical order.

3 The making of card registers and indexes, so as to be able to locate any of these materials. The cards themselves are arranged in various ways, alphabetically, numerically, geographically etc. as required. If now we wish to find any article in the files, we first find the card in the register under the name or subject, the cards give the number of the article and it only remains to find that number in the files.

4 The charging cabinet, which provides a system, by which materials withdrawn from their places can be debited to the person having possession of them for the time being, that is: each article is charged out to whoever calls for it and is charged off when returned.

Expressed in the smallest compass therefore: the office materials are given certain numbers and are assigned fixed places according to these numbers: through the card registers we ascertain the number, and the charging cabinet shows the actual possessor if the article is not in the files. 9

Division into Broad Classes. The materials are not of a homogeneous character, they differ widely in importance, in contents, in application to business, in size etc. It is therefore convenient to separate the materials into main classes and assign to each main class a separate place in the files or cabinets. Correspondence will be in a class by itself, so will trade catalogues, samples, circulars, accounts, press cuttings etc. Each of these classes we distinguish by an appropriate initial letter, thus 10

correspondence will constitute the C class, trade catalogues the T class etc. and their corresponding files will be the C file and T file respectively.

11 In each class the individual articles or the folders containing a number of articles belonging to the same firm are numbered consecutively, C1, C2, T1, T2 etc. that is : a new series of consecutive numbers is started with each initial letter. The correspondence of Smith & Co. may for instance be in a folder marked C34, the catalogues of Jones Bros. may be numbered T89. But there may be a hundred letters to and from Smith & Co. and a dozen catalogues from Jones Bros. so that it will be necessary to divide further until each specific article will have a specific number by which it can be quoted exclusively reserved to it. This is done by suffixing the date to the previous numbers thus : C34–3VII7 or T89–1906 etc. The former refers to a letter of Smith & Co. dated July the third 1907, the latter refers to a catalogue of Jones Bros. of 1906. No matter how large the files will become in time, the meaning of these numbers will remain the same, and there can be no other articles bearing these numbers. If a number or numbers refer to more than one article, confusion is invariably the result.

12 The card registers must naturally follow the classification of the materials, there will be C registers and T registers just as there are C files and T files. The main registers are arranged in alphabetical order, thus the card of Smith & Co. will be in its alphabetical place under S, and will give Smith & Co.'s number C34, similarly with Jones Bros. There are of course other registers and indexes besides, but these need not be explained here.

13 The charging cabinet also must follow the classification adopted for the materials, there will be a division for the C file, the T file etc. so that in locating any number, we find the division with the required initial first and then only the number desired in that division.

14 We now have a number of files containing the materials and distinguished by initial letters, a number of corresponding card registers and the charging cabinet. Let us suppose that we employ cabinets as described hereafter (18) : the next step is to

arrange these cabinets in some order. The distinguishing initials used at once suggest themselves as the best means for this purpose. Thus our materials may comprise an A file, C file, P file, T file etc. These are arranged in the cabinets in alphabetical order, the A file starting on the extreme left. The corresponding card registers are arranged in the same order in the card cabinets.

The drawers of all the cabinets are provided with label holders **15** and on the labels fitted to them we state the contents of each drawer thus A1–150, Aa–l etc. (26, 48), and in order to provide against possible errors, we select labels of a different colour for each initial, thus the C labels may be blue, the T labels yellow etc. The charging cabinet can usually be stood on top of one of the other cabinets. All the details of arrangement as to initials and colours are applied to its divisions in the same way and corresponding with the files.

Our cabinets containing the materials and cards being now arranged **16** in proper order, we may take a glance at the interior arrangement in each drawer. The drawers are filled with materials or cards, each containing between 100 and 1000 articles or cards. In order to be able to locate any of the contents quickly, convenient subdivisions are made, and these are indicated by means of guide cards, either numerical or alphabetical, as the case may be.

Finally we come to the actual treatment of the materials and **17** cards, the systematic co-ordination between materials and cards, the construction of indexes, the application of indicators, the key cabinet which contains the key to the entire system etc. but all these questions will have to be dealt with under their specific headings, they cannot be treated in a general survey here. Enough has been said to give a general outline of the system as a whole so as to enable the reader to take a perspective view of the entire arrangement which he should bear in mind when reading the following chapters where each subject is treated specifically, illustrations being given where necessary or practicable.

III CARD SYSTEM APPLIANCES

18 The principal appliances used for office work generally are:

The vertical filing cabinet, in which most if not all the materials are filed.

The binders and folders, used for filing loose sheets such as letters etc.

The charging cabinet used for debiting or charging out what is withdrawn from the files.

The card cabinet, in which the various card registers and indexes are arranged.

Cards, guides and labels.

These will be explained in detail in the following paragraphs. Flags or signals are dealt with in para. **158** and also from **316** onwards. Other minor appliances are: the numbering stamp, used for the mechanical numbering of folders, cards, labels etc.: sets of rubber types used for marking folders, labels, cards etc.: a dating stamp used to stamp the date of receipt on documents not having a date: various rubber stamps for indicating cross references (**234**): perforators, labels, transparent adhesive tape (**184**) etc.

19 Most cabinets are now made in hard wood, principally oak, and so far as protection against fire is kept in view, they are best. Metal cabinets unless constructed on the lines of fire-proof safes are said not to offer sufficient resistance in case of fire. There is however no reason why soft wood cabinets should not be used for materials of lesser importance or stock files. It is the value of the materials to be filed which must ultimately determine the choice of the cabinets.

20 It is desirable however to bear in mind that cabinets are not merely furniture but mainly labour saving devices, as they are constructed so as to facilitate the *methodical* arrangement of the materials or cards and it is those facilities by which the *quality* of the cabinets should be judged.

The Vertical Cabinet The vertical cabinet which may be used for filing a great variety of materials, correspondence, press cuttings, catalogues, samples etc. is a card cabinet on a larger scale, the materials being filed on edge and one behind the other like cards, the only difference being that the rods pass through the guide cards only. These cabinets are usually made to take quarto or foolscap size and it is therefore necessary to determine at the outset whether both sizes are to be used or only one, and in that case, which size will serve the purpose best. The cabinets may be had at two, four and eight or more drawers housed separately. They are also made in units generally of four drawers, which are so arranged that they may be joined laterally without difficulty. Thus a file of an unlimited number of units may be built up gradually. The individual cabinet certainly has the advantage of compactness and solidity, the unit system has the advantage of easy expansion. 21

Locks and Keys Each cabinet or unit of drawers may have a locking attachment by which all the drawers are locked (or unlocked) simultaneously. With individual cabinets eight drawers may thus be locked at a time, with the units only four. Care should be taken when ordering cabinets to insist on exclusive keys, that is: the cabinets bought must answer *only* to the keys supplied with them, otherwise anybody who happens to have a key can unlock them. Locking attachments which depend on the principle of gravity for unlocking, are to be avoided, for obviously if the cabinet is turned up it unlocks without keys. 22

The Vertical Drawer Each drawer is provided with a metal rod running in a slit in the bottom of the drawer. This rod is intended to hold the guide cards which mark the divisions of the materials. Each drawer is also provided with a block adjustable to various distances on which the materials filed recline in the same way as the cards in the card cabinet. Each drawer should have a label holder in front for the insertion of labels on which the contents of each drawer may be stated. 23

It has been tried to construct vertical cabinets with a set of card drawers at top, thus attaching the card registers to the file, but 24

this seems a doubtful expedient and its apparent advantage ceases as other cabinets are added. It is best to have the vertical cabinets and the card cabinets entirely separate. To file materials and cards together in the same cabinet is unsystematic, to say the least of it.

25 If in special cases the materials or cards in the vertical or card cabinets are to be kept free from dust etc. then the cabinets ought to be so constructed that each drawer is separately housed, and a set of doors must be added to each cabinet. This method is also recommended in all important cases where the contents are likely to be kept for a number of years.

ILLUSTRATIONS

26 Individual Vertical File Cabinet of eight Drawers. It will be noted that the numbers on the labels do not progress from left to right but from *top to bottom*. The drawers are not numbered as in **48** because they are very rarely taken out of the cabinets.

27 Various Cabinets. On the right is a 4-drawer vertical file unit, on the left the three rows of card drawers below are units from which any size cabinet may be built up, either for various sizes of cards or one uniform size. Above these sections are various smaller individual card cabinets. Label holders and rods as in **48** are however to be preferred.

28 Binders and Folders The object of binders and folders is to keep a number of loose leaves or sheets together in some desired order. The binders and folders perform three distinct duties.

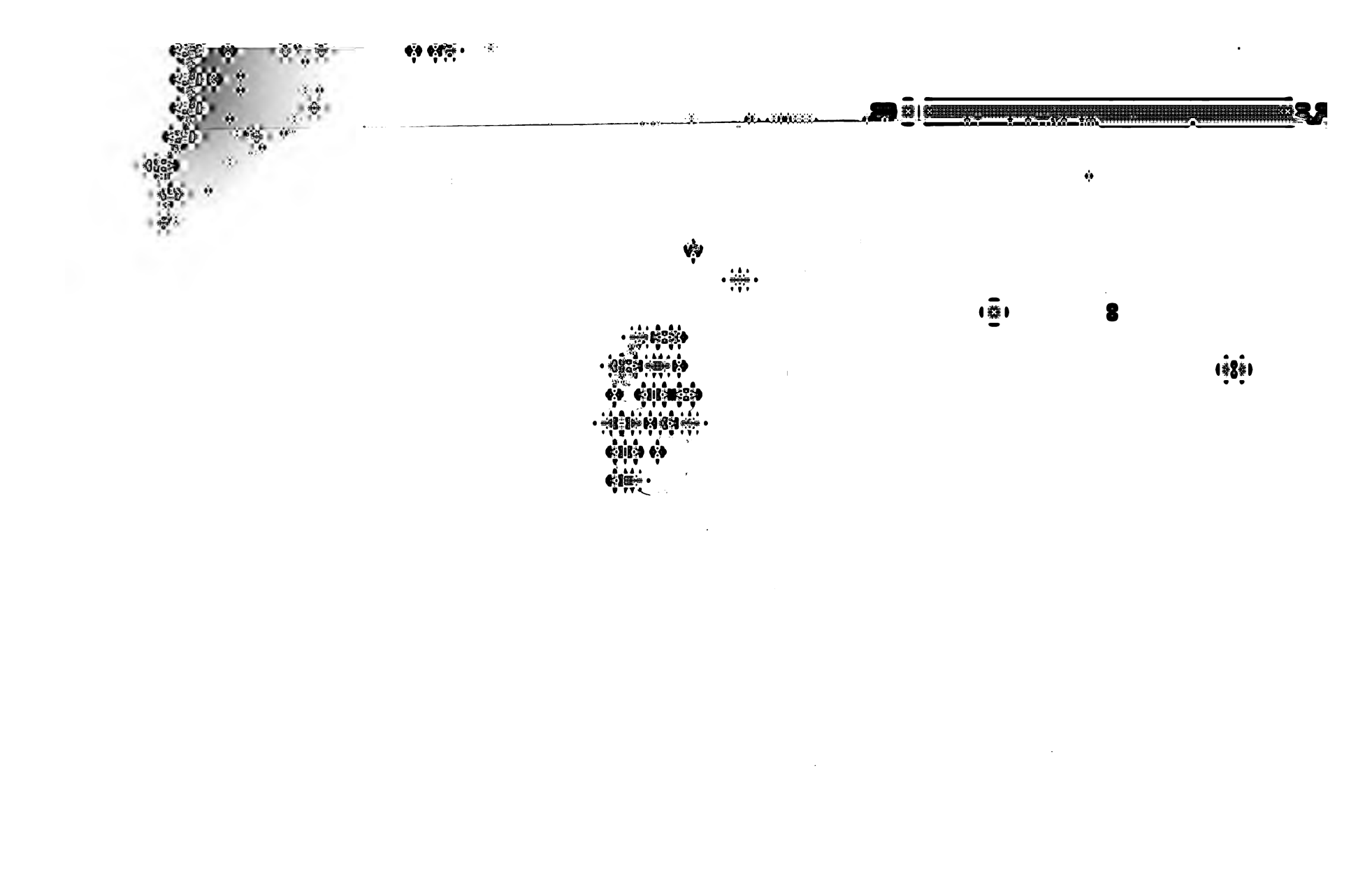
1 They keep the sheets securely fastened together so that none can be lost.

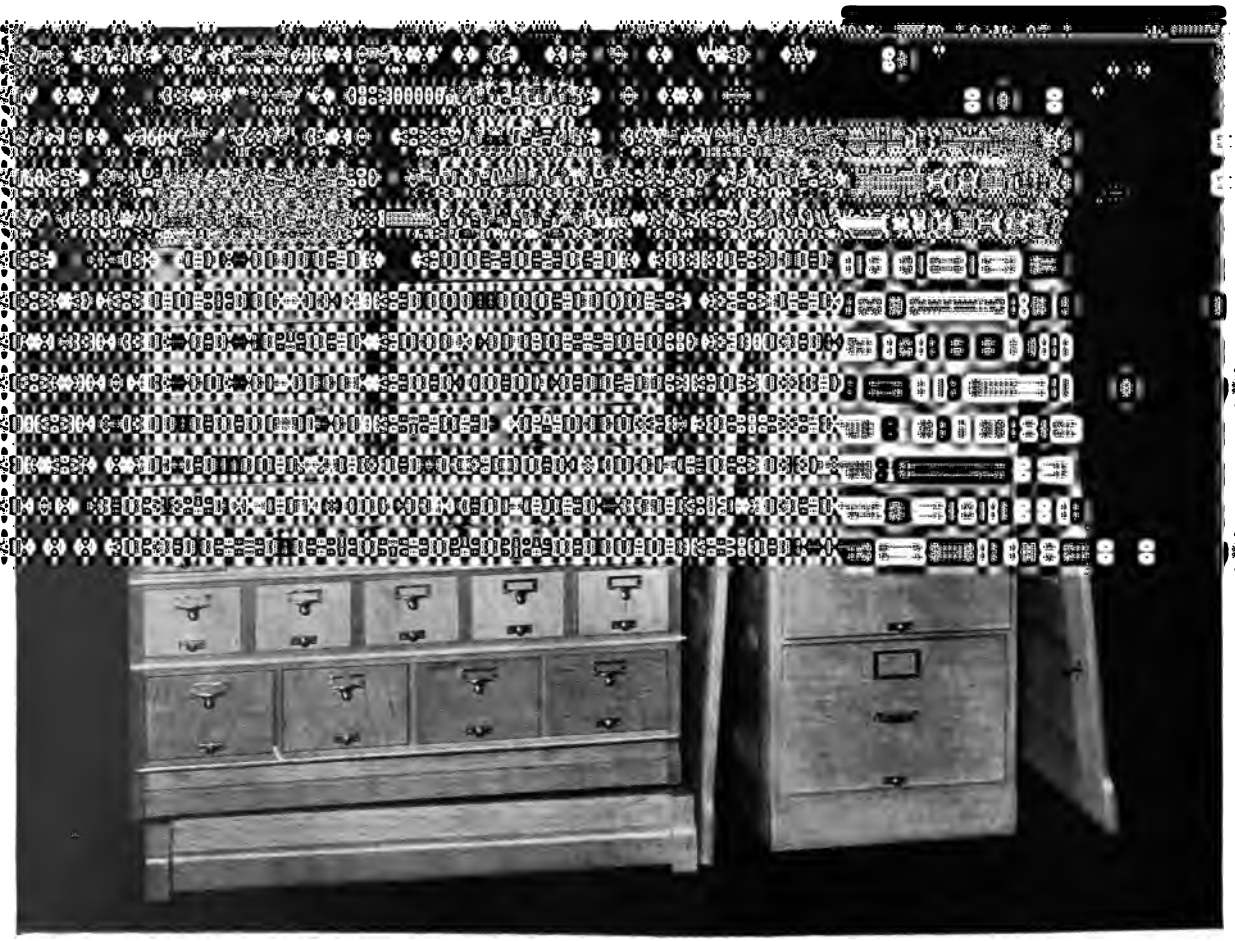
2 They preserve the order in which the sheets are arranged, be it alphabetical, chronological or otherwise.

3 They provide covers of uniform size for these loose documents so as to facilitate their being arranged or filed in the vertical cabinets.

29 The folders consist of a piece of stout paper or cardboard folded once, so as to form a cover; the binders are folders to which a binding attachment has been added, by which the documents filed are kept in position. Folders should be used as a temporary expedient, where 2 or 3 sheets only are to be kept together. These sheets may be pinned together on to the cover of the folder. It is distinctly disadvantageous to use folders for a large correspondence. The letters passing between two firms will easily run

abinet of eight Drawers.





LIBRARY
OF THE
UNIVERSITY
OF
CALIFORNIA

into a hundred or more, and it is quite inconceivable how these could be kept securely fastened and in proper order without some binding attachment. That this attachment should be fixed on to the cover of the folder needs no argument in its favour. The binders should be used whenever the number of sheets filed together exceeds four. The additional expense incurred by this is amply compensated in the labour and time saved by the binders at each reference.

The Ideal Binder

An ideal binder should fulfil the following 30
conditions:

1 It must have no loose parts, they are always a serious drawback, no matter what their functions may be.

2 It must have no rough parts which are apt to tear the skin or the nails of the fingers of the operator.

3 It must be a labour saving device, performing the maximum amount of work with the minimum expenditure of labour.

4 It should hold the sheets tightly together and yet have facilities for exposing the whole writing or printing to view.

5 It must be so constructed that it will *bind* one document with the same ease as a hundred or more.

6 It should not damage the sheets in any way.

7 One side of the cover should be of stiff cardboard.

The binders on the market at present do not fulfil all these conditions, but the increased demand for such a device will undoubtedly stimulate inventors to approach more closely to the ideal requirements.

Folders Used In Place Of Binders

As even single sheets must have a cover so 31
that the filing may be done uniformly folders may be used temporarily for up to four sheets, these may be kept pinned together, either loose in the cover, or pinned on to the cover. Some of these folders may remain permanently in the files, but in other cases, where more sheets are added, these temporary folders may be re-placed by permanent binders, the folder being again used for a similar purpose. Economy is the only reason for this.

Charging Cabinet

32 Colour Distinction — Binders of variously coloured covers may be used to indicate difference in contents, thus blue binders may be used exclusively for correspondence, red binders for accounts etc. (On the application of colours see **150** and **152.**)

33 Contents — Any part of the cover of the binders may be used for a tabulated contents to the documents contained in the binder. This will be specially useful if the documents are not otherwise indexed, or when the documents in the binder, correspondence etc. are very numerous. If there is a business ledger (**310**) which includes a summary of the correspondence, a contents to the binders is superfluous. It is no advantage to have the names or subjects written on the covers; the names are known when the binders are referred to, because their number has to be obtained from the alphabetical cards. Filing by subjects is not recommended because it leads to complications without any corresponding advantage.

34 The foregoing applies to binders used in quantities for correspondence and similar objects, for special work requiring but a few binders there is a great variety on the market to choose from.

ILLUSTRATION

35–6 Various Correspondence Binders and Folders, and Pamphlets. The three letters at top show references for enclosures, the letter above C7630 shows the manner of pinning the letters to the folder, the binders C7114 and C7623 show the position of the C label when binders are filed with back up and back down, the binder C311 shows the first and last date of the letters it contains, indicating also that there is a second binder for subsequent letters. The pamphlets below are enclosures, the C number will be found above or below the D number in each case.

37 The Charging Cabinet — This consists in its interior arrangement of rows of pigeon-holes constructed on an incline upwards so that the base of each horizontal row of pigeon-holes is higher than its predecessor. Into these pigeon-holes the charging slips are placed and there is a guide card to each pigeon-hole marking the divisions of the charging slips by giving the number of the slip which is to be filed immediately behind it.

38 The purpose of this cabinet is to keep an exact account of all materials withdrawn from the files. It gives thus all the files in the office containing materials in miniature form. For each

and Folders and Pamphlets.

[illegible] general arrangement.

gement.

file of materials there is a division in the charging cabinet and the arrangement of each division must conform in all respects to the arrangement of the corresponding file of materials. Thus if the file is arranged numerically, the division corresponding to it in this cabinet will be arranged numerically, if the file has C for its distinctive initial and blue for its colour its charging division must have the same.

The charging cabinet should be in the same room as the files 39
containing the materials, if there are so many files that they must be divided between several rooms, then the safest plan is to have a charging cabinet for each room containing files, the divisions of each charging cabinet being limited to the files in the same room. It should be observed however that as a rule charging out only becomes necessary when an article *leaves* the room in which it is filed.

Guides and Slips — If not purchasable they may be cut from suitable 40
material, corresponding in colour to the distinctive colours of the labels of the various files of materials. Each guide should have the class initial besides the number printed on it. These guides are renewed from time to time as they become worn. The slips are shorter than the guides, of ordinary stiff paper and corresponding colours.

ILLUSTRATIONS

Charging Cabinet showing general arrangement. The best place for the charging 41
cabinet is on top of one of the vertical cabinets as in the illustration. In the first row on the left the pigeon-holes are visible. The cabinet is kept locked except during office hours.

Charging Cabinet showing general arrangement. It will be noticed that for the 42
sets of numbers of classes C E F and PC the initials are printed at the bottom of their respective rows of pigeon-holes instead of being printed on each guide card, which would be preferable. The smaller classes D P S Sa and T are collected at the end, there is only one guide for each bearing the class initial, these classes not being large enough to necessitate sets of numerical guides. It will be noted that class E is arranged alphabetically. This should be done only in very exceptional cases. All sections should be arranged numerically, because all the materials should be filed uniformly by their call numbers. The principal colours used are : C=blue, E=salmon, F=white, PC=green.

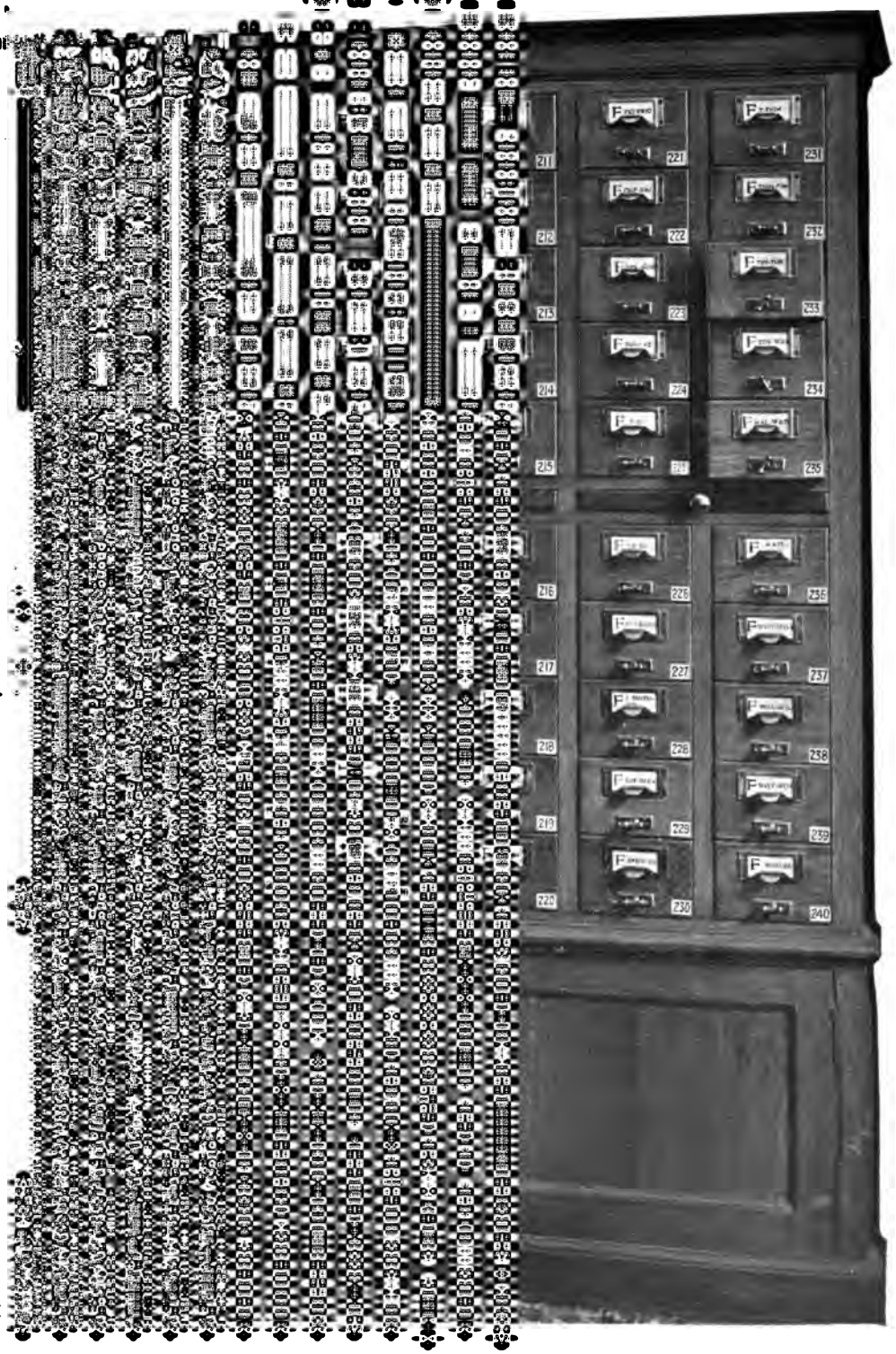
The Card Cabinet — These cabinets are constructed in a great variety 43
of sizes from one drawer to sixty and more. The choice must of course depend on the requirements of each individual office, but one large cabinet is in most

cases preferable to a number of smaller ones. The advantage of the large cabinet is that it cannot be carried about, it will always be in a fixed place and is therefore more easily accessible than a number of smaller ones, which may possibly be scattered all over the offices. As the materials are filed in one continuous set of vertical cabinets, so all the cards—at any rate so far as they are connected with these cabinets—should be filed in one continuous set of card cabinets, and all the vertical and card cabinets should be in one room together so far as that is possible. It will be found that by this arrangement a good deal of time is saved in consulting.

44 What has been said under vertical cabinets as to the unit system, the locking attachments and the keys applies also to the card cabinets. It is of course best to have *one* key to fit all cabinets, instead of separate keys for each set or each cabinet.

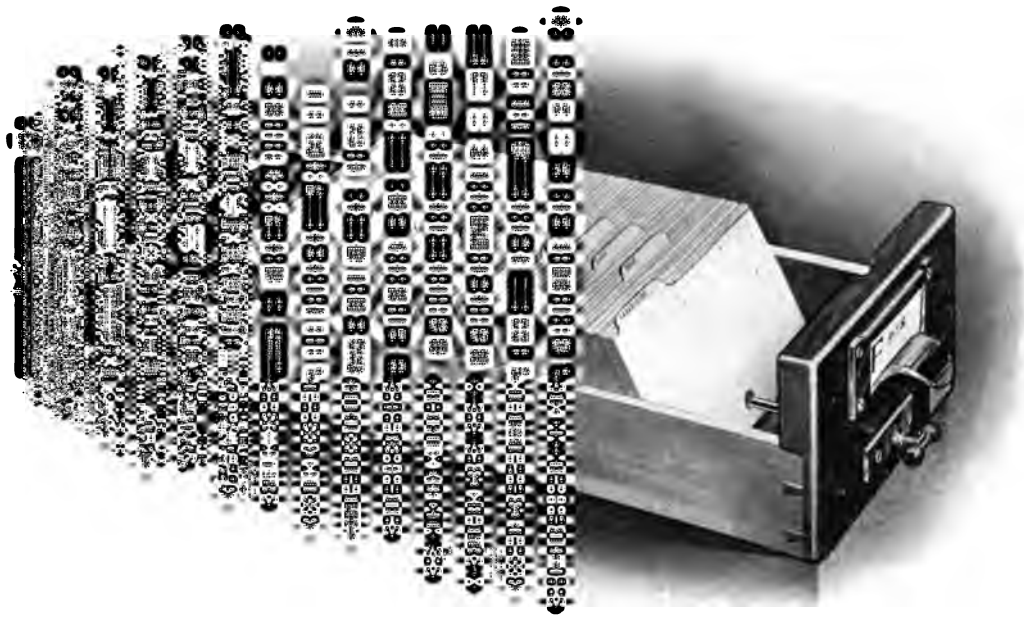
45 Card Drawers — Each drawer should be provided with a catch so that it may be drawn out to its full length without fear of dropping or upsetting it. This catch should be so arranged that it can be released automatically when a drawer is required to be taken out of the cabinet, and that it will engage the drawer automatically when the drawer is re-placed. Each drawer is provided with a rod passing through the front of the drawer and through the block at the other end. The object of this rod is to hold (and to release) *all* the cards, not only the guide cards as in the case of the vertical drawer. The rods may be fastened to the front of the drawer either by means of a screw thread provided for that purpose, or by means of a small cross bar which fits into corresponding recesses, the rod being held fast by a spring. From the labour saving point of view *spring rods* have a decided advantage over screw rods, and they are equally safe. Spring rods have the further advantage that the heads of the rods can be made to indicate whether the cards are properly locked or not, which is impossible with screw rods. Various kinds of rods have been tried, but the round rod which goes through every card must in the end prevail if only because other rods fail when applied to very thin cards.

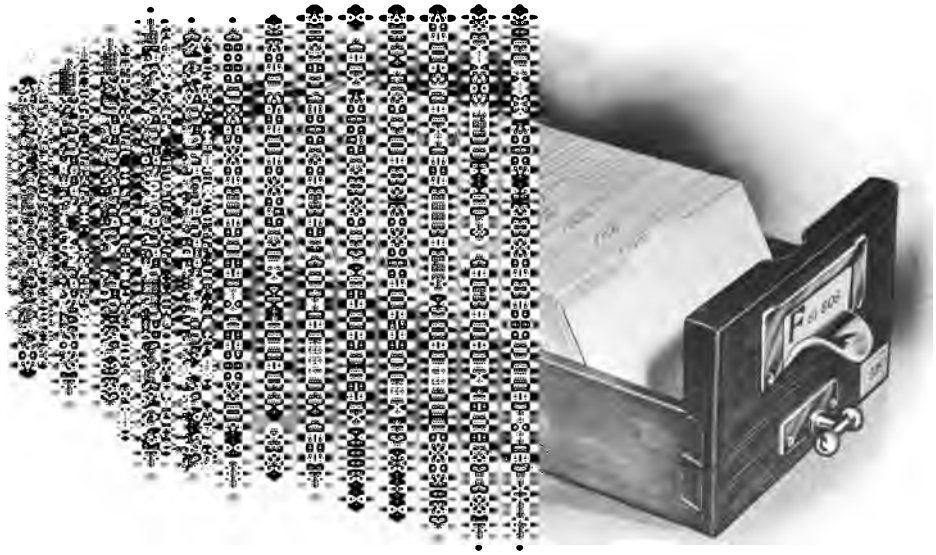
46 The Block — This should be so constructed that its position may be altered with ease and at the same time that it will remain stationary, and firmly so, at any point required.



Labels, Rods etc.

betical arrangement.





It is important that the block should guide the rod at the exact distance so that the whole lower edge of the cards will rest on the bottom of the drawer.

The Label Holder

As in vertical files so with card cabinets each drawer is provided with a label holder. This should be sufficiently large to allow three printed or typewritten lines on the labels to be clearly visible (48). The label holders should be so constructed that the labels when inserted will be held firmly in one place. A handle by which the drawer may be moved is usually attached to the label holder, but in any case each drawer must be provided with a handle. All screws used on the face of the drawers should be sunk in. Round headed screws are apt to tear the skin of the fingers. 47

ILLUSTRATIONS

Card Cabinet showing labels, Rods etc. Each drawer has a special label at the right lower corner giving its number, so as to ensure that drawers removed from the cabinets are replaced in their proper position. The drawers are numbered from top to bottom in rows from left to right, and as there are ten drawers in each row all drawers numbered in the same unit occupy the same position horizontally, thus all drawers with *one* as unit are in the first horizontal row, those with *two* in the unit in the second, those with *nought* in the unit in the last row etc. The label holders are sufficiently large to allow the contents of each drawer being clearly marked on the labels. The rods are spring rods, the horizontal position of their heads indicating that the cards are locked. In drawers 233 4 and 5 the rods are released. Drawers without labels in their label holders are empty. Each label gives the class initial in the largest type, and numerical or alphabetical subdivisions in smaller type (see 49). 48

Card Cabinets showing Labels, Rods etc. This is a section of cabinets on a larger scale. Drawer 165 shows the rod released. Over its left side the catch is visible which prevents the drawer from being pulled out too far. Drawer 164 has been removed in order to expose this catch better to view. 49

Card Drawers showing alphabetical arrangement. In the top drawer the beginning of the letter F is marked by a first position guide, for all further subdivisions under the same letter second guides are used. The next first guide would be used to mark the beginning of G. In the second drawer third guides are used for subdivisions under *Smith*, but only so far as initials preceding the *Smith* names are concerned. It will be seen that there are second guides not only for *Smith* but also for *Smith & Co.*, *Smith & Son* etc., *Smith* being repeated every time, thus avoiding the splitting up of firm names, which might lead to confusion. The first drawer shows a recess at the bottom. This serves for the locking attachment to engage or lock the drawer. At the upper edge opposite there is another recess into which a catch attached to the cabinet finds its way when the drawer is pulled out and prevents it from dropping out. 50

Guides

51 Cards All cards should be mathematically uniform in size and uniform in thickness, both the individual card in itself and card as compared with card. The cards should lie perfectly flat, and if bent, must on release at once assume the original position. These conditions are necessary for the quick handling of quantities of cards. The quality of the card should correspond to the performances required of it. Cards used for permanent registers or indexes should be of good strong quality, for temporary work a cheaper card can usually be employed.

52 Perforation As explained under Card Cabinets the cards are held in the drawers by means of rods passing through them. It has already been pointed out (**45**) that round rods are best for this purpose, hence the cards must be punched or perforated. The perforation should be sufficiently large (but not too large) to allow for a little play; the position of the perforation being uniform in all cards so that when the rod is passed through them, they all rest evenly on the bottom of the drawer.

53 Indicators and Sizes Cards may be had in various colours, the colours being used to indicate different sets of cards etc. (**149** and **153**). They are supplied both ruled or unruled, the former being generally used for handwritten work, the latter for the typewriter. Tabbed cards are very useful for the purpose of differentiating or indicating various sets or classes. The size of the ordinary card is 3×5 inches approximately; 4×6 and 5×8 cards are also extensively used. For press cuttings $9 \times 11\frac{1}{2}$ cards or similar sizes may be employed.

54 Guides These differ from ordinary cards both in construction and application. All guides have a tab at the upper edge. The length and position of this tab vary considerably. Thus we speak of *two position* guides when the tab is approximately half the length of the card, the guide with the tab at the left side being the first position guide in this case, and that with the tab on the right the second position guide. Similarly we have three position, five position etc. guides. As a rule guide cards are thicker than ordinary cards, the main reason for this being no doubt to give sufficient strength to the tab. The sizes of guides correspond to those of the cards. Colours are applied to guides for the same purpose as in the case of cards (**156**).

Tabs

The main object of the guides is to mark divisions or sections. When the guides are inserted in the files the tabs project from the body of cards or materials and as the names of the divisions are printed on these tabs, these headings are always visible, and thus an excellent means is provided by which any given number, letter or sectional heading may be located quickly. **55**

Vertical File Guides

These have the double object of keeping the contents of the drawers in order and of indicating the relative position of the binders. The binders depend for support on the guides, it is therefore necessary to insert an adequate number of them to afford sufficient support. It will be best to have one guide to every five folders. Care should be taken that the rod passes through all the guides. **56**

Card Guides

These being much more extensively used than the vertical guides, they may be had in a great variety of colours, positions etc. On an average one guide to every 20—40 cards should be allowed for. When the card guides are also used for classification purposes (**144**) a specially strong guide should be selected, as their replacing entails a great deal of re-writing. All guides should be perfectly smooth-edged on both sides, so that either side may be used. **57**

Labels

As will be seen hereafter great importance attaches to labels generally and especially to those used for indicating the contents of the vertical and card drawers. These labels are best made at the office and fitted individually. Good materials of appropriate colours should be used so that labels need only be renewed at long intervals. The same materials can also be used for the guides of the charging cabinets, which are also handmade. **58**

LIBRARY OF THE UNIVERSITY OF CALIFORNIA

IV THE CARD SYSTEM

59 Definition — Under the term card system should be comprised all the cabinets and other appliances connected with them together with the arrangement and management of the contents of the cabinets and any abstracts made therefrom. It requires but a moment's reflection to perceive that even the vertical files with the correspondence binders are but an imitation of a set of cards, on a larger scale. The set of cards can fairly be regarded as the basis of the entire system, hence it is properly called the *card system.*

60 Development — The development of the card system and its more universal adoption within recent years is undoubtedly due in the main to the development in modern business and factory organisation; it may be regarded as an offspring of *manufacture in quantities.* (Massenfabrikation, Grossindustrie.) The recognised principle in manufacture in quantities is *maximum of output with minimum of labour.* The means to attain this end is *specialisation,* which in its turn yields greater precision and accuracy as its result. All this is equally applicable to the card system, and the last factor, *greater precision and accuracy,* is one of its most conspicuous claims.

61 Labour Saving — The handling of quantities contributes nothing to the saving of labour, it is only when specialisation is applied which enables each worker to become an expert in his assigned operations that the relative cost of labour decreases. In short, labour saving depends on specialisation and the employment of expert labour. Thus it is an easy matter even for the inexperienced to construct a large card index, but in all probability it will give very little information, while with expert labour employed, a smaller index will give much more information. Labour saving therefore means systematic application of expert labour.

62 Specialisation — This is applied to the card system in a variety of ways, there is the separation into classes of all the materials to be dealt with; the separation of the various

operations, recording, filing, indexing, compiling etc. with similar divisions of the staff of workers; the application of specialisation to the various registers all drawn from the same materials, the sets of cards made for each class, etc. But generally speaking it need not be so rigorously applied as in manufacture. It may be noted here too that specialisation should not be carried too far (**63**).

Accuracy

This is one of the chief claims of the card system. **63** To increase accuracy in filing, the materials are always arranged numerically. We thereby approach as nearly as possible to mathematical exactness. The advantages of the card system become more and more apparent as the files increase in bulk, and accuracy must remain a constant factor in all work connected with it. It will also bring its reward in the smooth working of the files and the immediate accessibility of anything required. In accuracy might be included *consistency*, which is indispensable for effective work (**356**).

Correctives Against Errors

Whenever possible the card system adopts pre- **64** cautionary measures in order to eliminate as far as possible the human error, thus the various groups of articles are distinguished both by their respective initials and also by colours (**149**) to guard doubly against possible errors, beginners are required to file on the rod (**366**) until they have acquired sufficient practice, the cards are written in such a way (**97**) that only the utterly negligent could misfile etc. That the consequences of errors are serious, cannot be denied. Let us suppose we have 10,000 correspondence binders. If a letter has been misfiled, i.e. put into the wrong folder, it may occupy any one of 10,000 places and possibly most of the 10,000 binders will have to be examined before the misfiled letter is found. To guard against such occurrences the filer is required to put the call number (**170**) on each letter and to compare each letter to be filed with those already in the binder (**174**). Thus to ensure accuracy adequate precautionary measures are taken, and errors become impossible. To these measures also belongs the proper distribution of work among the staff. Specialisation must not be overdone, it must be kept within the limits of human endurance. Thus to alphabet 100 cards strictly is comparatively easy and will no doubt be done correctly in most cases, but to treat 100,000 cards in the same way is quite another proposition. Unless the working

hours are very short or a change is provided at intervals, the strain of the monotony of this work must sooner or later relax the power of concentration with the inevitable result of misfiling.

65 Relative Cost One important fact has to be borne in mind in connection with labour saving, specialisation and increased precision; they are all inseparably bound up with the handling of large quantities and the larger the quantities, the better the chance for their effective application. The term specialisation itself implies a quantity of workers between whom the various specialised operations are distributed. It follows from this (1) that applied to smaller quantities the relative cost must be greater, (2) that applied to any quantities the relative cost during the period of initiation must be higher than when the system is in proper working order. Indeed it is the devising of the system, which has to be done before any work can be started, that is, if not the most costly, at any rate the most important. It is therefore to be expected that the initial cost of the card system is not a fair criterion of its cost when in working order. But its relative cost spread over a number of years will compare very favourably with the old system. Let me give a simple example. A set of 2—300 cards arranged in alphabetical order will require a set of 25 guides. When the number of cards in this set has increased to 1,000, it does not follow that the guides will have to be increased in like proportion, very probably the 25 guides will still be sufficient.

66 Failures It will be seen from the foregoing that care is required in the application of the card system, and that neglect must sooner or later lead to failure. There was indeed a time when it seemed doubtful whether the card system would survive the first attempts. It was even tried and abandoned by some. These early failures were in the main due to the absence of expert labour and to the higher order of accuracy required as compared with the book system. The systems were not then planned out with that care that is bestowed upon them now. One system would be started and presently there would be a decision to alter it so as to fall in with riper experience. In the absence of one system consistently adhered to the files soon got into a chaotic condition until at last they had to be abandoned, for in fact they had become useless.

Another factor which produced a rich crop of failures is the 67
difficulty always attending a change from one system to another. The card system would be given a trial with some unimportant work while the old system would be kept up in other work. The result was unsatisfactory as might have been foreseen, but the card system naturally came in for the blame. Those early attempts therefore contributed nothing to the development of the card system, they even retarded its progress. It is the new firms, who adopting the card system at the beginning of their existence, recognised and appreciated its merits, and widened the field of its application.

Objections

The question of bulk has been repeatedly raised 68
against the card system. This objection is valid if the system is worked on extravagant lines. Cards may be multiplied almost indefinitely in the construction of large registers or indexes, but it does not follow that their utility is in proportion to their number. A comparatively small set of cards, if arranged on thoroughly systematic lines, may easily give as much information as a set three or four times its size constructed on the usual lines of the beginner. It must not be forgotten that the direct aim of the card system is: maximum of work with minimum of labour (**60**). For the rest the business instinct of the large firms who employ the card system exclusively may be trusted not to squander capital and energy on the production of *White Elephants* for the sake of booming some pet system of their own. That in the initial stages the bulk, like the cost, is disproportionately high, is admitted, but this is more than counterbalanced when the system is in full working order.

Another objection is: that it is dangerous to trust to loose cards, 69
as they might easily be mislaid or lost. As to the supposed disadvantage in not having the cards bound together like the leaves of a book, this can hardly be taken seriously. It is true the copying books for letters are bound (perhaps the idea of binding them was to avoid loose leaves), but I have never heard of a single case where the correspondence received by a firm has been bound up in book form, although in this instance it might be argued that binding is more necessary than it would be in the case of copied letters, because these letters vary in almost every conceivable condition, width, length, thickness, colour, texture, etc. and yet

it does not seem to have occurred to anybody, what a grand idea it would be to make bound volumes of them! It is of course undeniable that the cards are loose, but every precaution is taken in the construction of the card drawers to avoid disarrangement or loss, and the disadvantage of the loose card is certainly not greater than that of the loose letters of the old system.

70 The real danger in loose cards, and letters too, lies in the possibility of misfiling (**64**). There may be a larger number of errors in this respect with the card system, but this is mainly due to the fact that the card system is carried on on much larger proportions than the old book system. The percentage of errors certainly ought to be considerably less. If a card or a letter is misfiled, it makes all the difference whether it is hidden among a few hundred or some hundred thousand. At any rate it will be allowed that the card system offers incomparably more facilities of a precautionary or preventive nature acting as deterrents than the old system (**64**). The objection to loose cards no doubt arises wholly out of a certain feeling of insecurity which is inseparable from all new work, but which is dispelled by the familiarity which experience alone can give.

71 Advantages The card system has undoubtedly come to stay and will more and more replace the book system. The best proof of the disappearance of the latter is to be found in the large number of loose leaf ledgers on the market, these may be regarded as a stepping stone between the two systems. In view of the great strides made by the card system in recent years it is hardly necessary to expatiate on the many advantages usually attributed to it. It is however only fair to say that practical experience alone can lead to the full appreciation of its many points of excellence. That its great facility for expanding and contracting is appreciated, is again exemplified in the loose leaf ledgers already referred to, which are so constructed that insertions and withdrawals may be made at any point, just as with the cards.

72 Specialisation In Cards One of the strongest points of the card system is its eminent suitability for specialisation, though of a somewhat different order from specialisation at the factory. Our files of materials are in fixed

positions, they may be called for at any time so long as we know the numbers. But by means of the cards, these materials can be arranged and re-arranged in almost endless variety, we may classify them roughly or minutely, we may arrange them by the alphabet, by numbers, trades or professions, territories, we may limit ourselves to certain trades or territories only; we may index the information they contain and arrange it in any way we please, ten, twenty or more persons may be engaged in this work simultaneously, and yet they will all have access to the same materials whenever occasion should arise. It is this manipulation of the materials without handling them that is of such enormous advantage in the card system.

Classification

Another great merit of the card system is the simple but effective means of classifying and filing it provides. In the days when there was no specialisation at the factory, when the small trader was his own book-keeper and correspondent, even books were but sparingly used and classification was a comparatively unimportant question. There was practically nothing to classify. But as with modern manufacturing methods division of labour has found universal application, so to-day classification has become a necessity at the office and the factory, for the varieties and quantities of materials and goods have reached such proportions that it would be impossible to manage them without having recourse to some plan of division or classification. 73

Elaborate library classifications were either inapplicable or much too complicated and therefore unmanageable. Their application to business was out of the question. Something simple, easy to understand and easy to handle was required. This was found in the numerical arrangement. The numerical classification in spite of its arbitrary character will always have this advantage that it ensures accuracy with the least trouble, and this is still more the case where large quantities are handled. It was quite natural therefore that this should be preferred for business purposes. As there are many sets of things arranged numerically, it is necessary to distinguish one set from the other, so as to know to what set a given number refers. This is done by affixing distinguishing initials to the numbers, each class being assigned some characteristic initial of its own. 74

Card System

75 The classes into which the materials of the office are divided, are fairly well defined: correspondence, press cuttings, catalogues etc. The distinguishing initials for each class may either be chosen arbitrarily, or better still, they may be of a mnemonic character, that is: the initial letters not only represent but also indicate the classes; thus C may be chosen for correspondence, P for periodicals, S for samples, T for trade catalogues, PC for press cuttings etc. A set of initials carefully selected on these lines will thus provide a classification sufficiently broad to meet most of the overlapping and at the same time specific enough for office purposes. Each file of materials arranged under this classification has its corresponding sets of cards again distinguished by the same initials. In short, everything referring to any given class will bear the distinguishing letter adopted for the same. In extension of this idea of branding everything with its class mark, distinctive colours may be adopted for the classes, the colours being applied to labels, cards, guides, folders, binders etc. Thus blue may be the distinctive colour of the C class, green of the PC class, and so on (**149**).

76 Devising Card Systems

Once a proper system has been devised, it requires but care and consistency to carry it out and to keep it up, it is the devising of the system which is the principal work. Each business, each office has its individual character and individual requirements, and its individual internal organisation. Its system must do justice to this individual character. In other words: each office must devise its system in accordance with its own requirements, and it should itself be the best judge as to what these requirements are. From this point of view it will be seen that it is impossible to devise a system which could be applied universally. However in subsequent chapters the management of the various classes will be discussed, and it is hoped that sufficient guidance will be afforded thereby for working out and co-ordinating systems for individual offices. There are nevertheless some broad principles which underlie the construction of the component parts of the card system. These principles may be summarised under the following heads:

Recording	Filing
References	Charging
Registers	Colour application
Indexes	Handling large quantities

Terminology

Before passing to the discussion of these, a few words against the loose application of some terms may not be out of place. The card system suffers at present under one great disadvantage, it has no fixed terminology. This is especially the case with the terms indexing and filing, indexing being applied to almost any conceivable operation and filing being very often substituted for it. A brief examination of the various operations will be helpful. We have to deal with materials and cards. The materials are classified and the number and initials are affixed. In library language this latter is called cataloguing, but as this operation consists mainly of recording the call number on each letter, book, binder etc. but does not include the determination of its class etc. in a library sense, it is best expressed by the term *recording*. The next operation is to make cards for the various registers, or card indexes (as they are usually called), where each card gives but the name and address of a firm or individual. It would certainly be preferable to call these *registers* or *directories* as indeed they are, instead of indexes. "Indexes" had better be reserved for analytical work. The second operation should therefore be known as *registering*. The next operation is to analyse the contents of the letters etc. with a view to making an index to the information they contain. This is *indexing* properly so called. This done, the binders, books etc. are put into their proper place, in the files or cabinets, and also the cards written are put into their respective places. This is called *filing*. (See also under Terminology, **366**.) A *file* is a set of things *filed*. Thus we speak of a card file, a correspondence file, a letter file etc. Hence the cabinets are referred to as *files*. **77**

Recording

The object of all systematic arrangement is: to give immediate access to anything that may be called for. In order to accomplish this, the various office materials are brought under a more or less rigid classification and the materials in each class are then numbered consecutively. Any suitable methods may be adopted, but the test of their efficiency will always be the relative accessibility of each article, i.e. easiest access at the minimum cost of labour and time. **78**

Classification

The materials received at the office are separated into broad classes, both their form and character being taken into account. Such classes are: correspondence, press **79**

cuttings, periodicals, books and pamphlets, trade catalogues, invoices, samples etc. Each class is given a distinguishing initial or initials, thus: C may be chosen to represent correspondence, PC for press cuttings, T for trade catalogues, S for samples etc. These initials must be noted on the materials, in the case of correspondence on each letter, they must also be noted on the binders or drawers containing the materials, on the cards referring to them, on the labels, the charging slips etc. The files may be known as the C file, T file etc. In conjunction with the initials and so as to emphasize still more the separation into classes, distinguishing colours may also be used for each class (**149**).

80 It must be well understood that the separation into classes is limited to the unlike, like materials must in no case be separated. If the C class contains the correspondence, that is also to say that it must contain *all* the correspondence, for instance a D or E class cannot possibly include correspondence. By separating the materials into unlike classes, it very often happens that several things belonging together must go into different classes. Thus press cuttings, samples or other materials may be received as enclosures with letters. Adequate provision is made (**88**) to bring these materials together again whenever required.

81 Call Numbers These broad classes distinguished by initials are now separated into smaller classes or *individual divisions*, and these are numbered consecutively. Thus the C class (correspondence) will be subdivided into sets of letters to and from individual firms or persons, Smith & Co. may be known as C385. The P class (periodicals) is subdivided into the various periodicals, the Board of Trade Journal may be P32 etc., that is to say: all the letters to and from Smith & Co. will bear the number C385, all the issues of the Board of Trade Journal will bear the number P32. In some cases especially with small classes, there may be no occasion to subdivide, for instance with samples; the individual articles are in such cases numbered consecutively only. The process of subdividing is carried further in each class until a point is reached where it is impossible for any number or set of numbers to be applied to more than one article, for whenever one call number stands for more than one thing, confusion is sure to be the result. A few specific examples will make the method of subdivision clearer.

Let us take correspondence. The entire class is distinguished 82
by the initial letter C. The correspondence of the various firms or individuals is then collected in binders, one for each firm. The first binder will be numbered C1, the second C2 and so on. To distinguish one letter from the others the date is attached to this number, whenever such a distinction may be required, thus C2–23X7 meaning a letter of the 23rd October 1907 in binder C2. This division is necessary when the correspondence is indexed (**111**). In the case of a firm having branches at various places, decimals may be used to differentiate their correspondence and yet keep the entire correspondence with the firm and its branches together. Thus the correspondence with the head office may be in binder C1.1, that with the branch in Glasgow in binder C1.2, that with the branch in Edinburgh in C1.3 and so on. If required the date of the letters may be attached as before: C1.3–23X7 etc.

Periodicals regularly received form class P. They are numbered 83
consecutively, P1 may stand for the Board of Trade Journal, P2 for the Labour Gazette, P3 for the Engineer etc. The various issues of P1 are numbered P1.1, P1.2, P1.3 etc. and those of P2, P2.1, P2.2, P2.3 etc. If it is desired to quote specific articles in the periodicals, the number of the page is attached thus: P2.3–34 etc. (**238**). As a rule the initial and first number including decimals is sufficient for filing purposes, additional numbers only become necessary when indexing is required.

One Firm
One Number

It has been recommended in some quarters to 84
make the first number after the initial apply exclusively to one firm, thus Jones Bros.' correspondence would be C213, their catalogues T213, their samples S213 etc. the number 213 representing Jones Bros. in all the files. If this plan could be carried through strictly it would no doubt offer an advantage, but because we have correspondence from Jones Bros. it does not follow that there are also samples or catalogues from them. The consequence of this is that the consecutive series of every class would be broken up, for if C213 has not sent a catalogue, the number T213 could not be used, there would be a gap in the T file, if T213 only sent a catalogue but there is no correspondence, the number C213 would similarly remain unappropriated.

References

85 Now the strength of consecutive numbers undoubtedly lies in the fact that there cannot be any gaps, whatever the size of a file, the series of numbers is always complete. I am afraid that the general adoption of the *one firm one number* plan in destroying the completeness of the files would seriously disorganise the whole system. It would create a feeling of insecurity in the handling of the files which would be detrimental to their efficient working and which would not be entirely obliterated even if the gaps were accounted for in the charging cabinet, which would be the most effective way of dealing with the situation. But whenever the series of consecutive numbers would remain intact, by all means adopt it, even if only for two classes.

86 The object of recording is therefore to supply all the materials, letters, samples etc. with their proper call numbers. The materials will henceforth be known by their call numbers only, they will be filed in accordance with them, they will be referred to in all the registers and indexes by these call numbers. No call number must be used so as to designate more than one thing. There must only be one C class, one folder C213 and one letter C213–23X7, and for the purpose of identification each article must have its call number clearly written on it.

87 References :— Single References

Single references may be applied in a variety of ways. In the wider sense all the cards made are single references, whether index or other cards, for every card must refer to some original in the files. In its narrower sense the object of the single reference is to draw together from the various parts what refers to one thing or person, in other words to focus all information received about any one thing on some central cards. Thus we have correspondence with Jones Bros. and Smith Ld., each filed independently. In one of their letters Jones Bros. may have occasion for whatever reason to refer to Smith Ld. and unless we refer on the card of Smith Ld. to this letter of Jones Bros. our stock of information as regards Smith Ld. will remain incomplete for some of it is hidden away in the binder of Jones Bros. and is never likely to be found again unless by accident. Now obviously a situation may arise at any time, when we may require all possible information about Smith Ld. and

if all the references have been made, that information is at once accessible. (179.)

Cross References Under the previous section the office materials were divided into classes and provided with numbers ready for filing. In this process it would very often happen that materials belonging together from a business point of view have to be separated, for example enclosures may have to be separated from the covering letter. It is the object of cross references to bring these materials together again when required. Let us take a simple case: a letter is received enclosing a catalogue. The call number of the binder of the letter is ascertained to be C34 and that of the catalogue T231. Before they part company they note each other's number, that is: on the letter the call number of the catalogue is noted and on the catalogue the call number of the letter (with date) is noted, so that when they are filed, the companion may be traced in either place without difficulty. The same method is followed when there are several enclosures, for each enclosure there must be a reference number on the letter, and each enclosure must bear the call number of its covering letter. It may also happen that cross references are necessary between two enclosures but this would not occur very often. These are called cross references or double references and they should be applied in all cases where two or more things are connected but have to be separated for the purpose of filing. 88

In a similar sense cross references are applied to cards, especially to index guides. There we have to deal with guide cards, cross references being made between collective and specific terms (144). All references are indicated by the word "See," "See also," "compare," etc. preceding the term to which reference is made. Examples of these will be found in para. 184 etc. As the function of the call number is *separation*, so the function of references is *concentration*. 89

Card Registers The office materials are numbered so that when required they may be located by their number. But in order to ascertain the number of any given thing we must have our various card registers by means of which we may find the required numbers, for the arrangement of the materials alone does not provide any facilities for finding the names. Thus it 90

will be seen that the files and the card registers work hand in hand, one supplies the numbers and the other the names, trades, localities etc. The materials in the files occupy fixed positions, their order is invariable, but the cards may be arranged in any way desired, we may have one or ten or twenty registers, each classifying the materials in a different way, but all giving access to the same materials.

91 Let us take correspondence again. When the binders are ready for filing they take up their fixed positions in the files according to their numbers, but in order to get at these numbers, cards must be made, each card giving the name and the number. Before filing therefore we abstract from the letters certain information, this information is suitably written on cards, each card being equal to one reference to the original, and the cards are then arranged in whatever way required. Thus we abstract from the letters the names of the firms and arrange the cards in an alphabetical register; we abstract the trades of the firms to make a trade register; from the places of residence of the firms we make a territorial register, from the numbers of their folders we make a numerical register, and so on. The alphabetical register must be complete in every case, but we may limit the territorial register to certain areas, the trade register to such trades only as are required etc.

92 It will easily be seen that there may be almost any number of registers each one representing the correspondence file in miniature form but in a different arrangement. It was said (**76**) that it is impossible to devise a system which could be applied universally, the card registers give a very clear illustration of this. One office may have no use whatever for a territorial register, in another office the territorial register may be the most important, inasmuch as its business may be to work its territory or certain territories to their utmost capacity. The same may be said of the trades and other registers.

93 On the other hand the alphabetical register of firm names must be regarded not only as indispensable but as occupying a somewhat different position from the others. Although primarily constructed for locating the numbers of binders, it will soon become apparent that it may also be used to great advantage for

many other purposes, such as circularising (291), an up-to-date directory of firms, and its basis may be widened so as to include more than the names of actual correspondents (95).

What has been said in para. 90—92 applies not only to correspondence but to all the files in the office, samples, catalogues, books etc. and in each case whatever other registers we may decide upon, an alphabetical register will be indispensable. 94

Central Registers

As each set or class of materials requires an alphabetical register, it is worth while considering whether the requirements of the office would be better served by individual registers or by one central register embracing all. Here again it is impossible to frame universal rules, each office must carefully weigh the pros and cons from its individual standpoint before deciding. A central register certainly offers considerable advantages, it is a great saving in cards and labour, the making of corrections which is a considerable item is reduced to one register instead of many which in its turn will reduce the percentage of errors to a minimum. Individual registers may however be more suitable for some offices, although they require considerably more labour, for if a firm changes its address, the change must be noted in each register etc. 95

Central registers may be managed in two ways. First, the various call numbers are all collected on one card, thus the card of Smith Ld. may give C325, T1465, S29 etc. In this case it is best to use white cards only. Second, each card may be limited to one call number and in this case the various classes of materials may be distinguished by cards of different colours, thus the card C325 would be white, T1465 blue, S29 buff etc. The first plan has the advantage of less bulk, there is only one card for each name; the second plan has the advantage of colour distinction by which it will be easy to pick out all the firms whose catalogues, samples etc. have been received. But its bulk will be considerably greater. On the whole the first plan will lend itself more readily for office work. 96

Cards

The writing of the cards, that is: the disposition of the information on the face of the card requires care. If all the cards in an office were thrown into 97

a heap, it should be possible to sort them into the various sets without any trouble. In other words, the cards must be written in such a way that there can only be one proper place for each card in the files. The moment this is disregarded and a card may be filed in more than one place, errors in filing will occur which could easily have been avoided. Before a single card is written therefore it is necessary to determine first what card files there are to be, whether a central register or individual registers, whether colour distinction or not, whether tabs are to be used etc. When the sets of card files are decided on, the manner of writing the cards for each set has to be determined so that no two sets will have their cards written exactly alike. The call number will in most cases serve as a distinction, but it is prudent not to rely on this distinction only.

98 The most important portion of the face of the card is the left upper corner, and this place should always be reserved for the subject of the register. For a territorial register the names of the localities will be written there, for a register of names the terms to be alphabeted must be written there, for a numerical register the numbers, for a trade register the trades or commodities etc. These *first terms* as they may be called should always be written in capitals so as to distinguish them from other terms and make them more prominent because the filing is limited to them. When first terms are accompanied by second and third terms which are in their turn to be considered in filing, they are also written in capitals but are indented under the first terms to show that they indicate subdivisions (**187**). The place of second importance on the surface of the card is the right upper corner. This is best reserved for the call numbers. If the call number is written in the left corner (numerical registers only) the right corner is left blank. The remaining terms are distributed over the card so that the whole contents of a card can as far as possible be taken in at a glance, but bearing in mind that the further away from the top the terms are written the more difficult it will be to see or read them.

99 Sets of Cards The number of cards required depends on the set of registers determined upon and what conditions each register is to fulfil. For an alphabetical register one card is usually sufficient (exceptions see **133**), for a territorial register the branches of firms have to be considered, for a register

of trades or commodities the number of cards necessary depends entirely on instructions as to how far these registers are to be carried: one office may require an entry for each commodity, another office will limit the register to certain commodities only, another to trades generally, another to certain trades only. Besides these there are the cross references, which must not be overlooked. The full complement of cards should be made and checked before they are filed, as it is very difficult to correct omissions afterwards. The information on each card should be complete so far as it is available, and additions or corrections should always be noted as soon as they come to hand.

Cards should only be written by hand in exceptional cases, type- **100** written cards are preferable in every way; they save a great deal of time in consulting. Black record ribbons will give the best result, and a frequent renewal of ribbons is recommended.

In no case should the terms on the cards be inverted. Write **101** W. K. Smith & Co., not: Smith & Co., W. K. or Smith W. K. & Co. Similarly: Electric Railway Car, not: Car, Railway, electric, or Car, Electric Railway. British Central Africa, not: Africa, British Central, or Africa, Central, British. Nothing whatever is gained by inversions and confusion is very often the result. The classification attempted by inversions can be supplied more accurately and in a more manageable way by means of references on the guides (**144**).

All terms used for filing the cards should wherever possible be **102** expressed in the singular as they would occur in a dictionary. If a term is ambiguous, a qualifying word may be added in brackets. The plural "S" is of no assistance and should therefore be discarded.

ILLUSTRATIONS

Cards from alphabetical register. It will be noted that names of firms or individuals **103** only are written in capitals to indicate the position of the cards in the alphabetical register. Thus the above cards will be filed under *Dudley's*, *Hook*, *Brice*, *Bruff*, *Beeston*, *Bunning*, *Roberts*, *Penketh*, *Robinson* and *Dickinson*. The localities are also written in capitals, for where there are several cards of the same name they are filed alphabetically by localities. From the card *Robinson* it will be seen that his correspondence is distributed among three binders as he acts in three different capacities. The card *Dickinson* gives three decimal call numbers showing that there is correspondence with three separate establishments.

Indexes

104 Cards from trades, territorial and numerical registers. The three cards—paper, pottery, and iron and steel—are general trade cards, the rows of call numbers indicate the correspondents in each trade. A territorial register may be managed on the same lines by noting on each card the call numbers of the correspondents in any particular locality. Instead of general trades specific articles may be selected and treated similarly. The cards *Kent, London* etc. belong to a territorial register. If used for travellers etc. it is best to make separate cards for each firm, if used only for reference it is sufficient to enumerate the C numbers on the card of each locality as is done on the pottery card. The four last cards belong to the numerical register and are filed under the C numbers. It is to be noted that names of firms and localities are written in capitals as explained in **103** on numerical and other cards so as to facilitate quick reference to the alphabetical cards.

105 Card drawer showing numerical arrangement. For description see **141** and **124.**

106 Card drawer showing the application of flags. The three rows of flags are red, white and blue respectively. For description see **158.**

107 Card drawer showing territorial and alphabetical arrangement combined. This drawer has reference to Yorkshire only as the first guide indicates, the second guides mark the various subdivisions of Yorkshire and the third guides subdivisions of the second guides (the second and third guides as given above may be arranged in one alphabet all as second guides if that is preferred), the fourth and fifth guides indicate alphabetical positions; thus all the cards from guide *Bradford* to guide *Allerton* represent firms in *Bradford*, the fourth guides *Crossley, Goddard, Smith* and *Wilman* being inserted to assist in locating any of the *Bradford* firms in its alphabetical place. The first, second and third guides are buff, the fourth and fifth salmon.

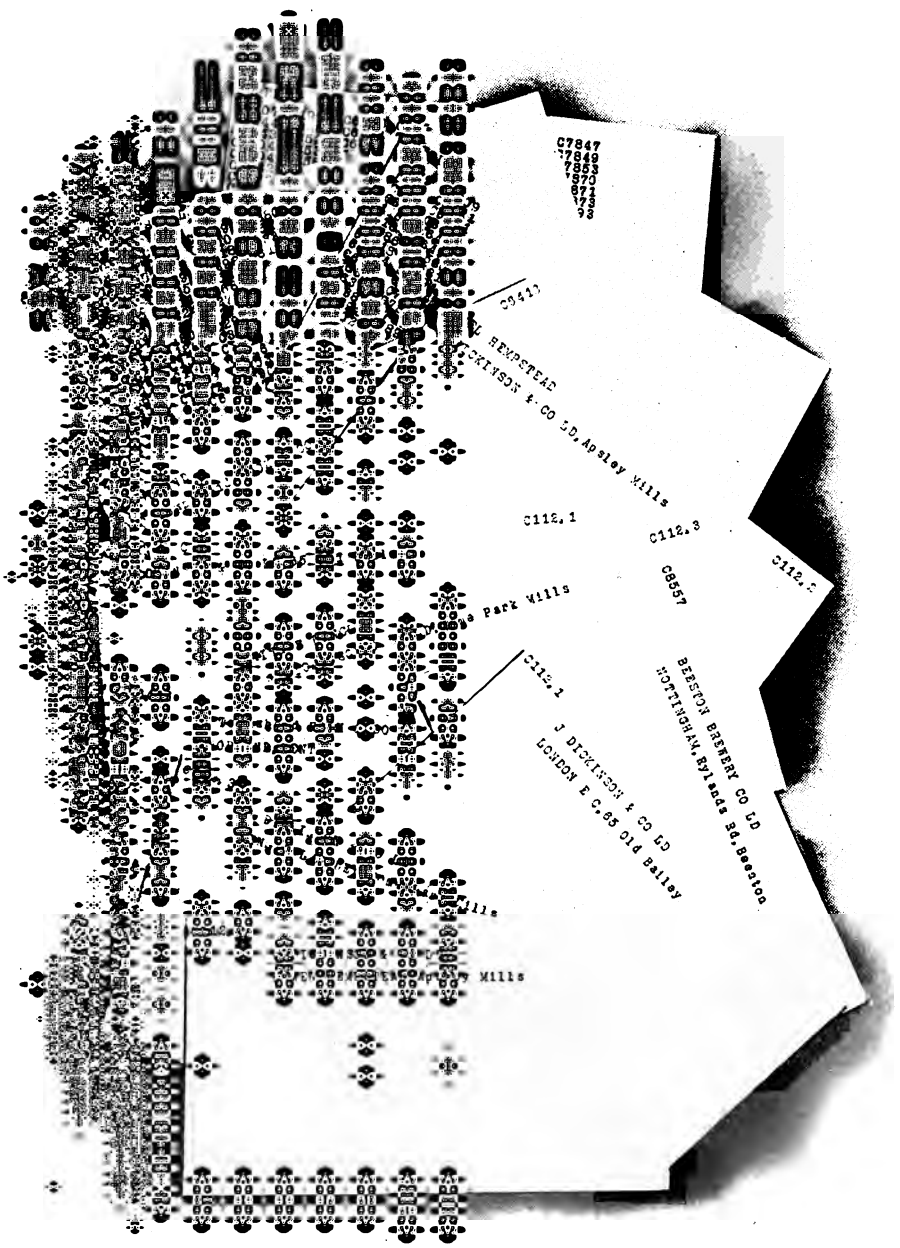
108 Card drawer showing geographical and alphabetical arrangement combined. In place of the *Yorkshire* guide we have now *France* and *Germany.* The second guides indicate subdivisions of the first guides as before, the fourth and fifth guides being used to indicate alphabetical positions under each town as before.

109 Card drawer showing simultaneous alphabetical and geographical arrangement. All the cards are filed in one alphabet, not as in **107** and **108** where a new alphabet starts under each second guide. But to differentiate sets of cards under geographical and commercial terms guides of various positions and colours are used.

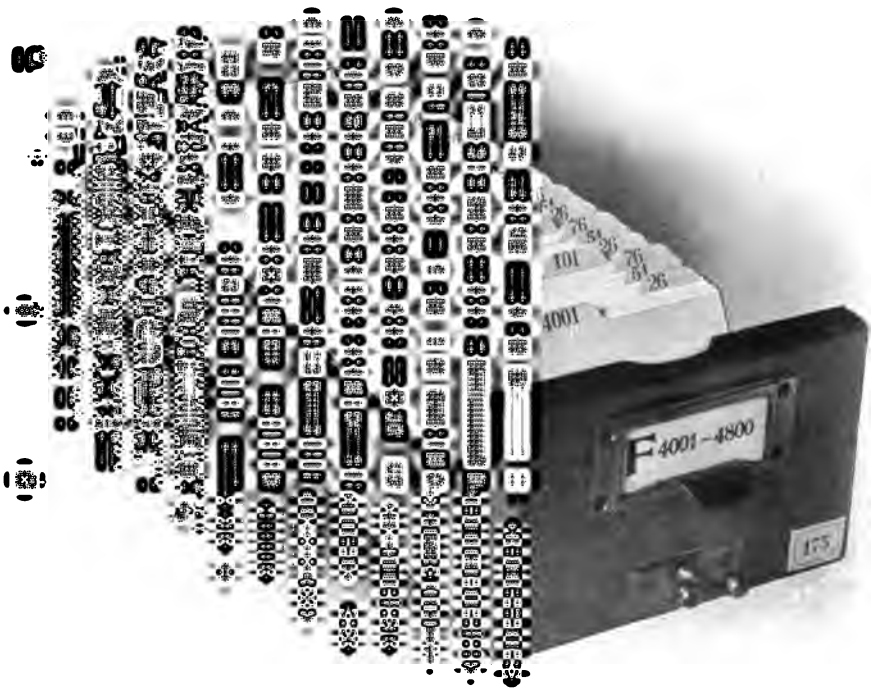
110 Card drawer showing application of five position guides. This is a register of names contained in a series of publications. The first guide indicates the volume (Vol. 2, Pt. 1, Vol. 2, Pt. 2 etc.), the second guide indicates the subject of each volume, the third guides divide the names in each volume into various sections. The fourth guides divide each section indicated by the third guides into names and numbers, the fifth guides indicate the various alphabetical and numerical positions under each fourth guide.

111 Indexes The registers do not give any information beyond the names, addresses and trades of firms or individuals, together with the call number, and corrections or additions made from time to time. The indexes do not touch

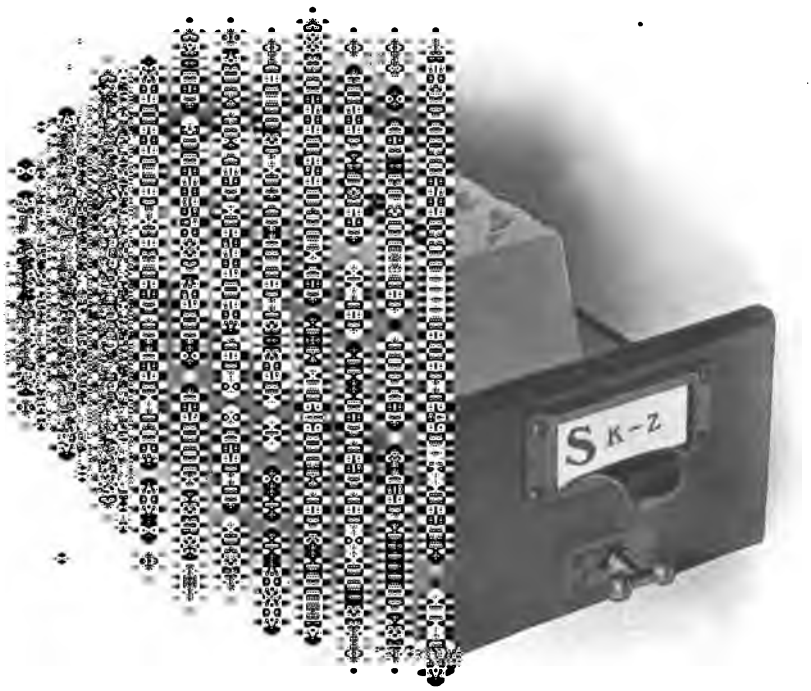
...brial and numerical registers.



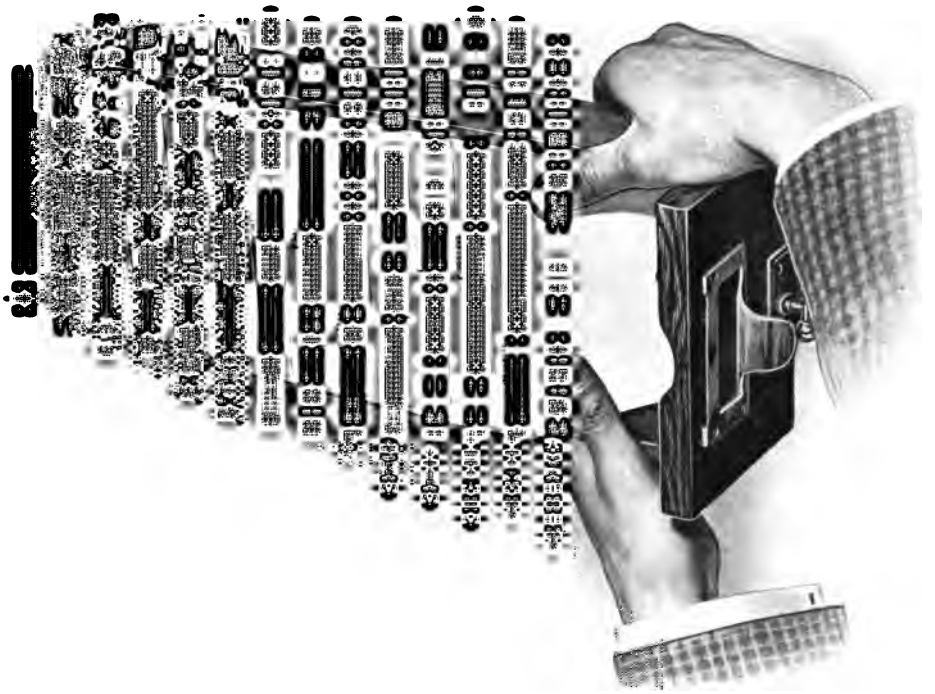
[illegible]ical arrangement.



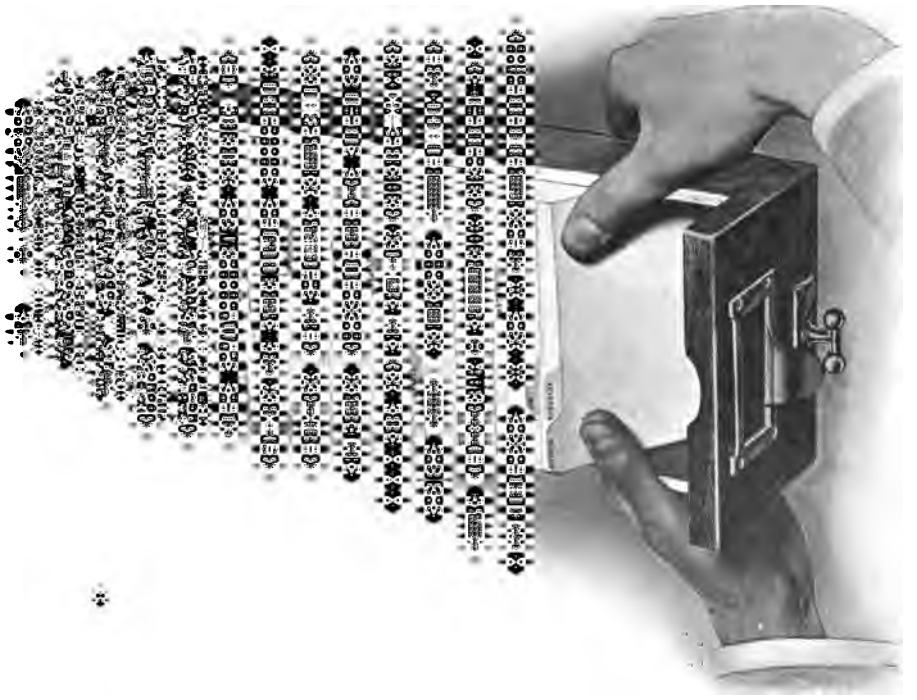
[illegible] application of flags.



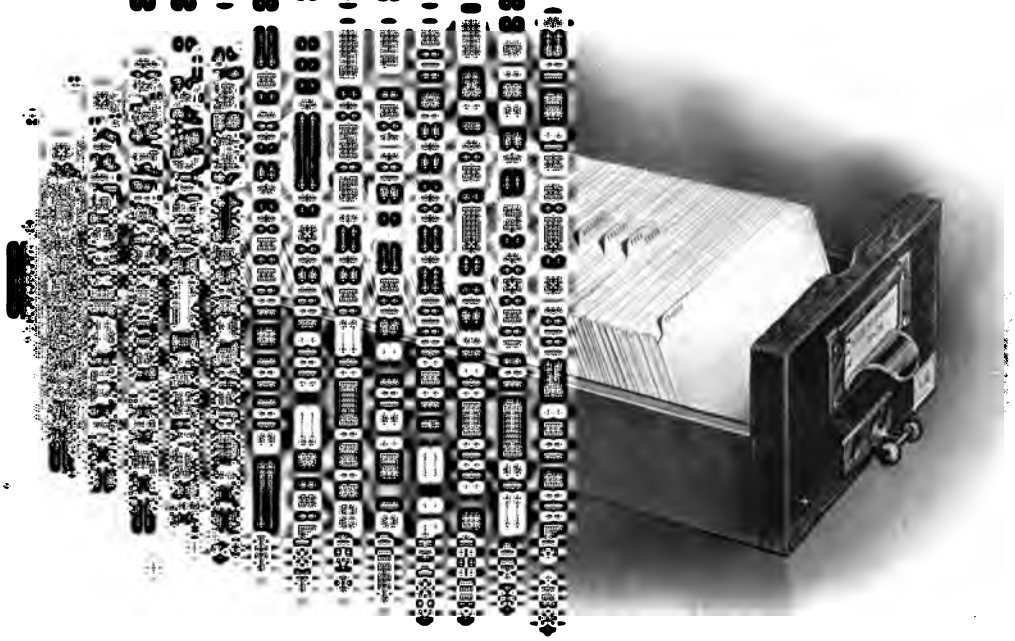
[illegible] phabetical arrangement combined.



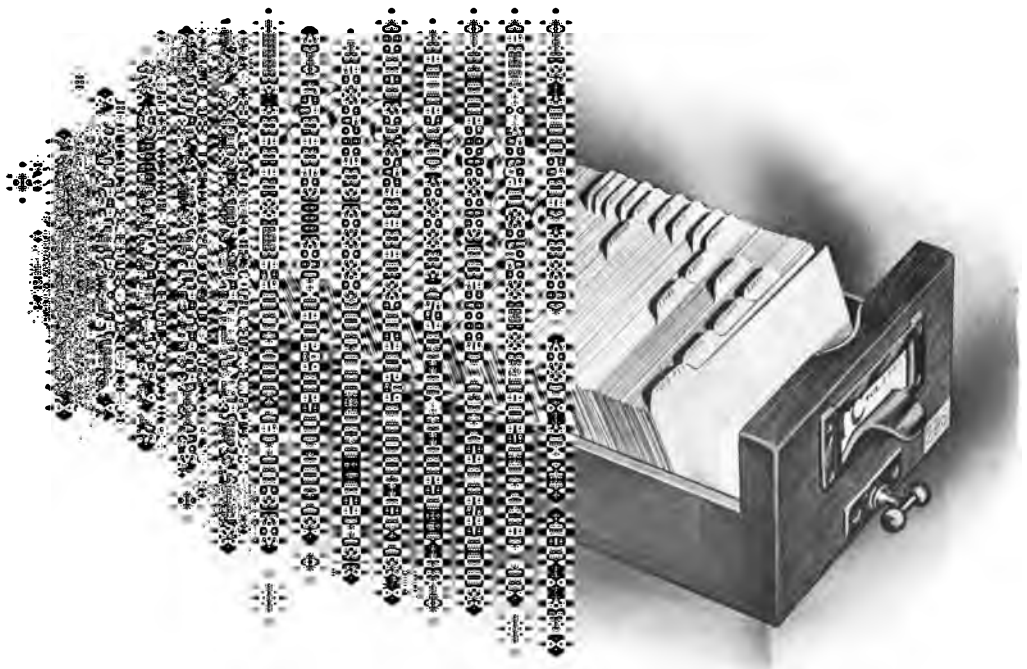
[illegible] alphabetical arrangement combined.



[illegible] alphabetical and geographical arrangement.



[illegible] subdivision of five position guides.



on this kind of information; it is their function to bring together under the various headings all the information about the business of the office drawn from the materials filed in the office or from any other source. Registers refer to the materials and help to locate them, indexes refer to the information contained in these materials. As their function, so their construction is quite distinct. Both however treat the same materials, only in different ways. In some offices no indexes may be required.

Central Index — As in the case of registers (**95**), so indexes may be arranged either individually, i.e. separate indexes for correspondence, press cuttings, periodicals etc. or in one central including all. In a central index it is possible to indicate by means of cards of various tints the sources of the information. Information drawn from the correspondence may for instance be written on faint blue cards, that drawn from press cuttings on buff cards, that drawn from periodicals on white cards, from books and pamphlets on salmon cards etc. (**153**). Thus the central index is really a set of indexes filed together, each part having its distinctive colour. Each card can have but one call number, not several as may be the case with central registers. **112**

Indexing — The printed or written documents to be indexed are read and a ring is made round every term (persons, commodities, countries) to be indexed. For each term thus ringed a card is then written having this term at the left upper corner in capitals. The call number is written at the right corner as before. A synopsis of the information under the first term is then written in the body of the card, care being taken that all the information is given so far as it refers to the first term, and that no irrelevant subjects are introduced. If several subjects are treated but cannot be separated, a card is made for each subject. **113**

For more systematic work the first term is amplified by a second and third term, and these three terms are arranged on the cards in such a way that their position corresponds to the various positions of the guides used (**117**). In this case the first and second terms are limited to concretes (incl. persons) and countries, the third term being the process. The first and second terms are interchangeable, one card being written with the concrete (**366**) as first term and the country as second term and one with the country **114**

as first and the concrete as second term, the cards being filed under their first term only.

115 It is not always possible to state a concrete or country. No country may be given and the concrete may be so general that it is of no value. (There can be no process without concrete.) In such cases the first term consists of process only, the treatment being otherwise the same. A list of these processes should be kept handy for reference, or these process cards may be of a distinctive colour. To get at the information in the index, it is necessary to determine on what concrete or country information is required. That done, we turn to the first guides to find the term in question in its alphabetical order. If there is no guide (**143**) there is no information. When the first guide is located, the cards following this guide until we come to the next first guide give information on the subject in question. The other guides merely subdivide the information.

116 The Index cards are filed alphabetically, the subject classification being supplied by cross references on the guide cards (**144**).* My advice is not to attempt classification, but be content with the alphabetical arrangement and the cross references, which latter are a substitute for a subject classification. If a classification is attempted it will require an alphabetical key in any case, but apart from that, classifications sooner or later turn out to be unsatisfactory. No matter how carefully a classification is planned, there will always be terms which are too large to fit its divisions. What has already been said (**98—102**) on writing cards for registers applies also to those for indexes. In addition it is well to indicate on each card, the year of the information together with titles, publishers, authors etc. where they are known.

ILLUSTRATIONS

117 Index card and guides showing corresponding position of terms on card and on the tabs of guides. Index guides showing references. For description see **142–144.**

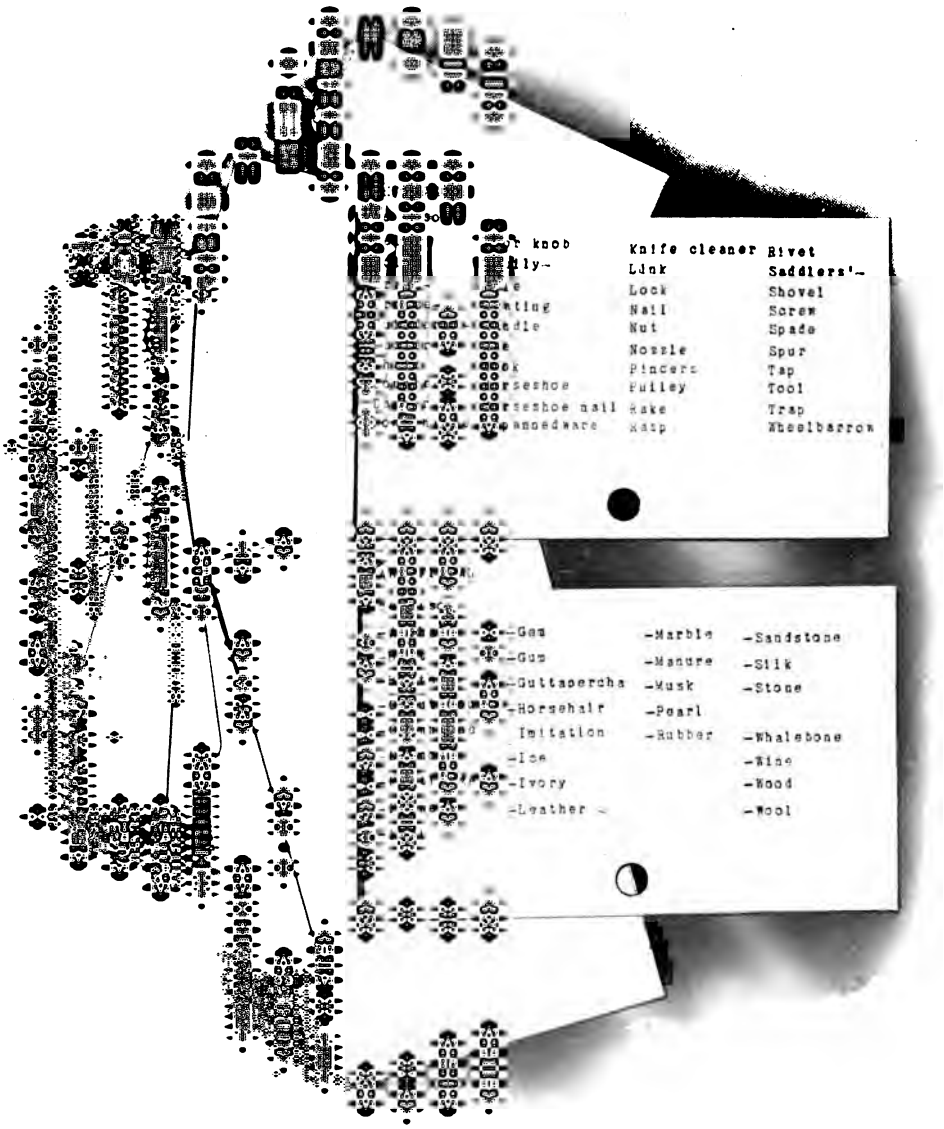
118 Sets of index cards. For description see **113.**

119 Card drawer showing arrangement of index guides. For description see **142–144.**

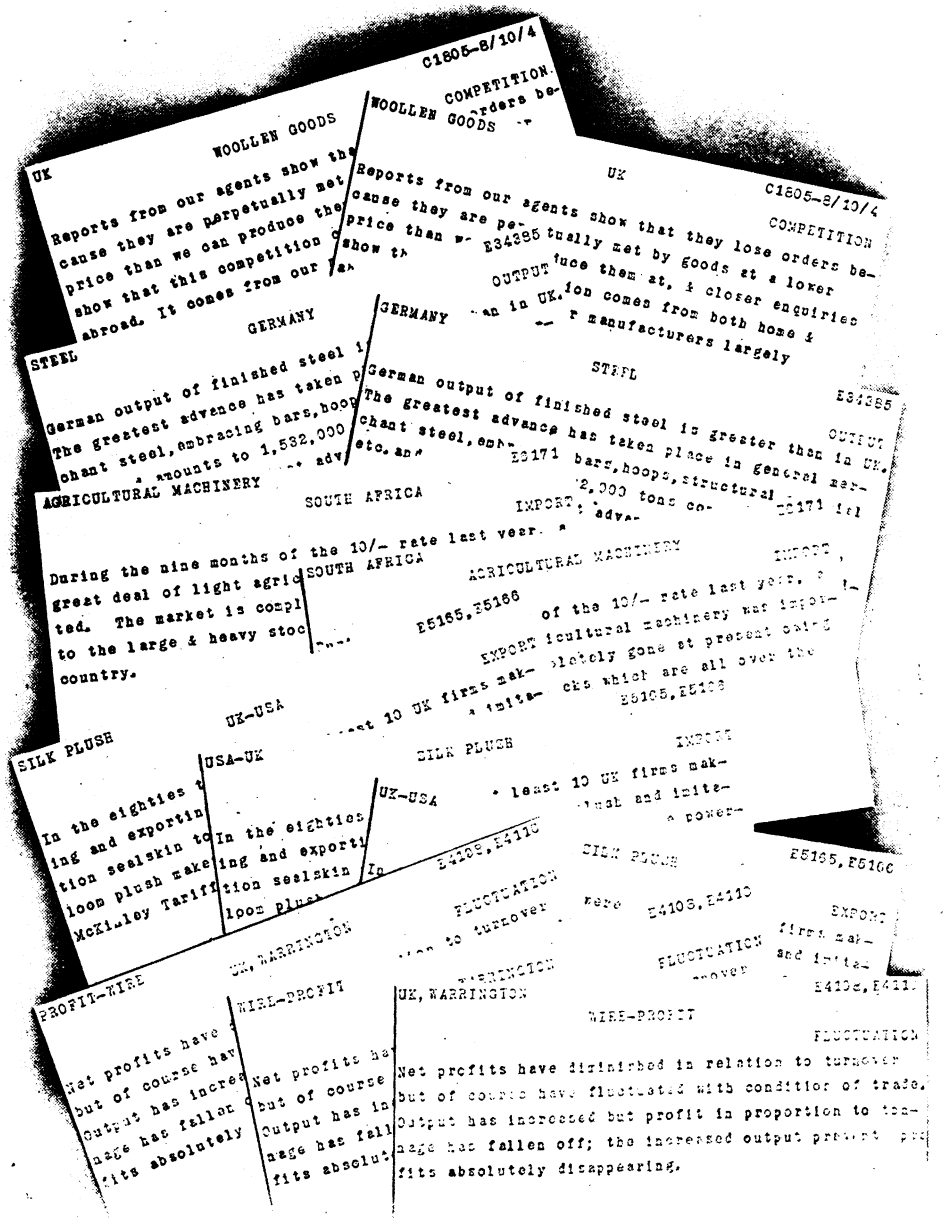
120 Filing The object of filing is not only to bring materials and cards into their assigned positions, but—what is of much more importance—to assign their positions in

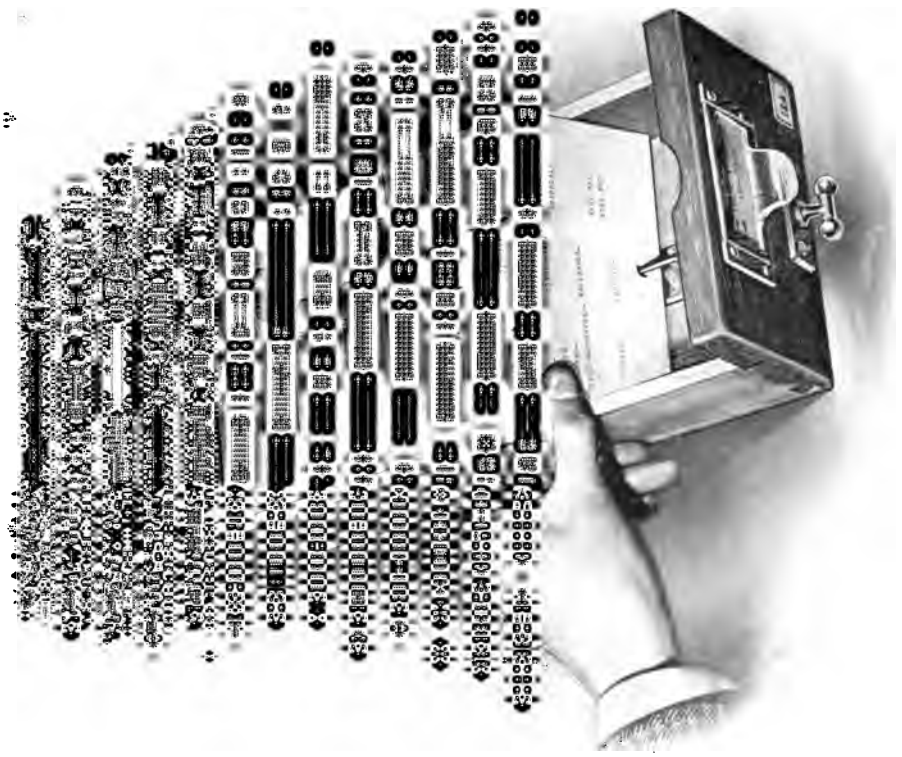
* Vol. 2. "Systematic Indexing and Condensing" will deal exhaustively with literary indexing in conjunction with the card system.

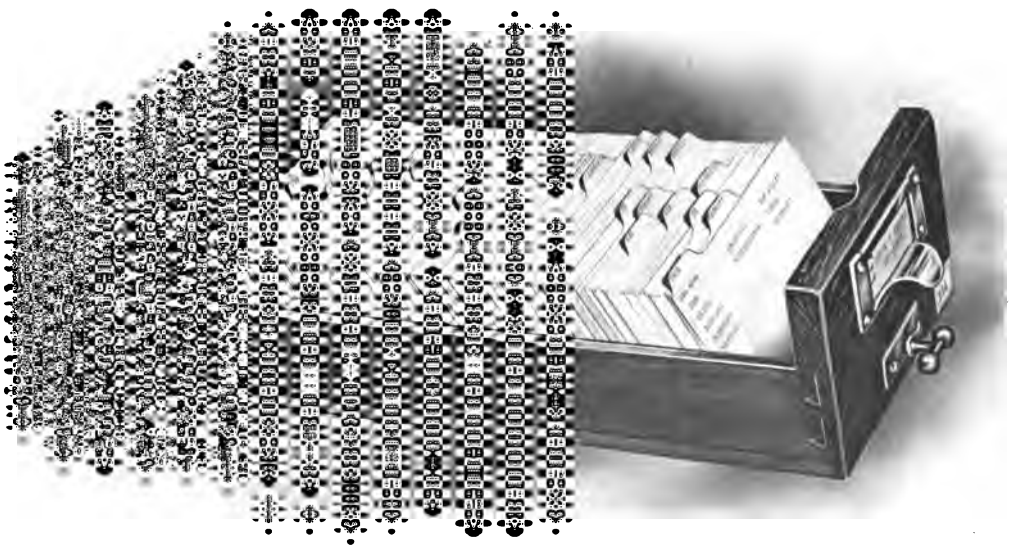
[illegible] position of terms on card and on tabs of guides.



118. Sets of index cards.


C1605-8/10/4
COMPETITION
WOOLLEN GOODS
UK
Reports from our agents show that they lose orders because they are perpetually met by goods at a lower price than we can produce them at. A closer enquiries show that this competition comes from both home & abroad. It comes from our manufacturers largely
STEEL
GERMANY
German output of finished steel is greater than in UK. The greatest advance has taken place in general merchant steel, embracing bars, hoops, structural etc. amounts to 1,532,000 tons compared with E5171 ful
AGRICULTURAL MACHINERY
SOUTH AFRICA
During the nine months of the 10/- rate last year, E5165, E5166 great deal of light agricultural machinery was imported. The market is completely gone at present owing to the large & heavy stocks which are all over the country.
SILK PLUSH
UK-USA
In the eighties at least 10 UK firms making and exporting imitation sealskin to the power-loom plush makers. McKinley Tariff
USA-UK
In the eighties
UK-USA
E4108, E4110
FLUCTUATION
PROFIT-WIRE
UK, WARRINGTON
Net profits have fluctuated in relation to turnover but of course have fluctuated with condition of trade. Output has increased but profit in proportion to tonnage has fallen off; the increased output present profits absolutely disappearing.





such a way that any material or card may at all times be readily accessible. In other words: accessibility is the test of filing. For this reason the files should always be complete, failing that, the charging cabinet (**145**) must give the actual possessor of any materials withdrawn. If files and charging cabinet together do not account for all materials, then there is no system, it is impossible to work the files satisfactorily under such conditions.

Materials

These may be filed in any appropriate way, in cabinets already mentioned, in boxes, on shelves, in strong rooms etc. The best means of filing will be given under the various subjects (V.). The following remarks are confined to vertical cabinets. Where binders are used for loose documents, the latter must be put in order first (letters being filed chronologically, **174**), so that there will be no loose documents to deal with. All the materials including the binders are provided with their call number by which they are filed. The classes indicated by the initials of the call number will be filed together, the A's go into the A file, the C's into the C file etc. It is not practicable to have a mixed file, putting A's and C's etc. together under the same number, because the identity and internal arrangement of the files would be destroyed or distorted, which would cause inconvenience and loss of time in referring to the files. In some few cases where the *one firm one number* plan can be rigorously carried through (**84**) an exception might be made, but as a general rule it will be found much more convenient to keep the classes absolutely distinct. **121**

All classes should be arranged numerically. The numerical arrangement has the great advantage that the access to each number is always direct, while in all classified files—not even excepting the alphabetical—access is more or less troublesome and takes time and care. Besides it is the function of the cards to supply whatever classifications of the various materials are necessary. The filing of materials should be done so that all the call numbers are to be found in one place, generally the right upper corner. If there are several articles with the same call number but differing in dates etc. they should be so filed that the most recent comes always first. Sufficient room should be allowed in each drawer for expansion, so that the files need only be re-arranged at long **122**

intervals. Frequent re-arrangements are a distinct disadvantage, for with every change the filer loses much time in becoming familiar again with the new positions.

123 *Guides* Although each drawer is labelled, the label indicating the first and last number in each drawer, some subdivisions are required in the drawers in order to locate the numbers with the least expenditure of time. For this purpose guides are inserted at convenient intervals. On the tab of each guide the number of the binder or article following it is given. The number and positions of guides used depends largely on the size and character of the materials filed. But as a minimum every tenth article should be indicated by a guide. The various classes of articles may also be distinguished by different colour guides (**156**).

124 For correspondence for instance the guides may be managed as follows: five position guides are used, the first position guides (counting from right to left always with numbers) would indicate the units, all guides bearing the number 6 on the tab and being inserted at intervals of 10 binders, that is: following the fifth, fifteenth, twenty-fifth etc. The second position guides would be reserved for the tens, bearing the numbers 11, 21, 31 etc. on the tabs, one guide being inserted at intervals of 10 binders following the 10th, 20th, 30th etc. The third guides are reserved for the hundreds, bearing the numbers 101, 201, 301 etc. on the tabs, one guide being inserted after each hundredth binder. The fourth guides are similarly applied to the thousands, and the fifth guides to ten thousands and upwards. In all cases the tabs give the numbers immediately following them. The position of the numbers on the tabs should be uniform throughout, their logical position being at the right corner. To be at all times properly visible, the numbers should just touch the upper edge of the tabs. The numbers should be printed in large figures and preferably in black ink. When the guides become soiled or bent, they should be replaced.

ILLUSTRATION

125 Vertical file drawer showing numerical arrangement of guides. For description see **124**. The fourth guides 1000 and 2000 are continuation guides and as such have a nought in the unit.

[illegible] showing the [illegible] erical arrangement of guides.

Cards

The manner in which the cards are written, their colour, their call numbers etc. already indicate sufficiently in what class they are to be filed. The difficulty lies in arranging each file or set so that any card may be traced without trouble. Whatever set of cards we have to deal with, whatever method of filing is adopted, rigorous consistency in treatment is absolutely indispensable; there must be no exceptions to rules, there can be but one proper place for each card. So far as the registers and indexes to the materials are concerned it is a sound rule, not to withdraw any cards, except for making additions or corrections, which should always be done by the same person. The disastrous consequences of misfiling have already been referred to (**64**). **126**

The Alphabetical Arrangement

For small registers and indexes the alphabeting of the cards is an easy matter, but for those of thousands and hundred thousands of cards clearly defined rules by which the alphabeting is done are required, and these rules must be consistently adhered to. Rules for alphabeting may vary in each office, but consistency in filing in accordance with them must be treated as a constant factor. As already pointed out, the cards are written without inverting any terms (**101**) and all the terms of the classification must be given on each card both for the purposes of identification and filing. For the indexes therefore the filing does not offer any great difficulties, the management of the guides is the difficult factor here. With the names of firms and individuals however the filing is not so straightforward, it will take all the ingenuity at one's command to manage a large firm's register without committing errors. **127**

The Alphabetical Register

It has been recommended that there should be no inversions in writing the names of firms or individuals on the cards, this being a safeguard against errors and loss of time, which seem to me unavoidable once inverting of terms is resorted to. Unfortunately the same cannot be said for the filing. As is well known the names of firms differ widely in their composition and no common basis for filing has yet been devised without having recourse to inversions. However complex, these names can be reduced to three elements, titles, initials (including christian names) and surnames (with their various appendages). Of these three, the last one is the **128**

only constant element; we have therefore no choice but to make this the principal term for filing. The second terms for filing are the initials, they should in all cases have precedence over titles. The third terms are the titles, which are only considered after cognizance has been taken of the initials.

129 The greatest difficulty in filing will be experienced in cases where there are many cards of similar names. Let us take the familiar name of Smith. I will give three examples (a) names only, (b) names and initials, (c) names, initials and titles, to illustrate the method of filing recommended.

(a) Names only

Smith*
Smith & Brother
Smith & Co.
Smith & Co. Ld.
Smith & Son
Smith & Son Ld.
Smith & Sons
Smith & Sons Ld.
Smith Bros.
Smith Bros. & Co.
Smith, King & Co.
Smith, Son & Co.
Smith, Sondes & Co.
Smith Sons & Co.
Smith Ld.
Smith's Ld.
Smith's Powder Co. Ld.

It will be seen that & is treated in all cases as if written *and*. Brothers comes after and, sons comes after "son" etc.

130 The following example gives a much larger variety of Smith names, special attention is directed to the treatment of initials and christian names.

(b) Names and Initials

A Smith†
A **C** Smith

---

*It should be noted that cards run in the opposite direction from that of lists of names. The card Smith is nearest to us, the card Smith's Powder Co. is furthest away from us.

†The letter determining the position of the second of any two names is printed in heavy face type.

A **D** Smith
A **H**enry Smith
Adam Smith
C H Smith
D Smith
D **&** J Smith
E Smith
F A Smith
Fred P Smith
G Smith
G **S** Smith
H H Smith (Birmingham)
H H Smith (**G**lasgow)
H **S** Westacott Smith
I G Smith
Joe C Smith
L Walter B Smith
Oscar Smith
T A Smith
T **S** Smith
Thomas B Smith
W Smith
William H Smith
William **T** Smith
Smith, **A**llen & Co.
W & A Smith **&** Bacon
Smith & **B**ros.
Smith & Bros. **L**d.
A M Smith & **C**o.
D Smith & Co.
J Smith & Co.
R B Smith & Co.
T A Smith & Co.
W Smith & Co.
A Smith & Co. **L**d.
J C Smith & Co. Ld.
W Smith & Co. Ld.
Smith & Co**v**entry
Smith & **F**orrest
Smith & **H**amilton
J T Smith & J F **J**ones Ld.

Smith & **M**aclean Ld.
Smith & **S**heppard
Smith & **S**on
A Smith & Son
J W Smith & Son
H Smith & Son **L**d.
Smith & Son**s**
K Smith & Sons
W T Smith & Sons
C R Smith & Sons **L**d.
Smith & **T**yler
Smith & **Y**oung
Smith, Anderson & Co.
Smith **B**edstead Co. Ld.
Smith B**r**os.
Smith Bros. **&** Co.
Smith Bros. & Co. **L**d.
Smith Bros. **L**d.
Smith **F**air & Co.
J Smith **L**d.
T & A Smith Ld.
T Smith **o**f Saltley Ld.
Smith, **P**alfrey & Co.
Smith, **S**on & Loveland
Smith, Son**s** & Co.
Smith, **W**alker & Co. Ld.
Smith's Dock Co. Ld.
Smith's **I**njector Co. Ld.
Smith's **L**d.

131 The following example illustrates the proper position of titles as they commonly occur.

(c) Names, Initials & Titles

Dr. Smith
Lord Smith
Viscount Smith
A Smith
Dr. B Smith
B Smith
G D Smith
Sir H Smith

H Smith
Sir Harry Smith
J Smith
Hon. K Smith
L E[lliot] Smith
L Elliot-Smith
Rt. Hon. S Smith
William Smith

It will be seen that whenever a name is accompanied by initials or christian names they are considered before the titles are considered, that is: initials have precedence over titles in filing. On the other hand titles have precedence over initials in position, thus Dr. Smith precedes A Smith, Sir H Smith precedes H Smith but Sir Harry Smith follows H Smith because Harry must follow H.

It is advisable to adhere strictly to the names or initials as used 132
by the owner. John Smith must not be shortened into J Smith, nor must J Smith be turned into John Smith, even if correct, unless the owner signs himself as such. The signature should also be taken as a guide for filing in case of titles. Thus Lord Smith signs himself *Smith* and must be filed under S. De Favre, Da Silva etc. should be filed under D; Van Houten, Von Dorris under V for the same reason.

See Cards In cases where there is any doubt as to the 133
proper position of a card, reference cards or *see* cards are made. These *see* cards should in no case give more information than the two names, the name under which the card is to be filed and the name to which it refers. Thus "Elliot-Smith" should be filed under Smith as indicated above, but a *see* card may be filed under "Elliot," the card simply stating "Elliot-Smith see under Smith." This would be especially necessary if it were doubtful whether the name has a hyphen. "Lord Smith's Estates Ld." should be filed under Smith, but a *see* card may be filed under Lord if thought necessary. (If it is argued that the proper place for this name is under L, then it follows that the proper place for A Smith & Co. Ld. is under A).* Names like "Executors of Smith & Co." are best filed under Smith but it is prudent to file a *see* card under E.

* This method is adopted by Somerset House for the registers of Joint Stock Companies, but is out of the question for business purposes.

134 The method recommended for alphabeting names of firms and individuals is therefore this: Take off the title and initials and the remainder will indicate the main position of the card, Smith, Smith & Co. Ld. etc. If there are initials, find the proper place for these among the Smith cards, if a title with the initials, the card must precede the card with the same initials but without title; if title only, find the alphabetical place of the title *before* the initial A. Thus to file "Dr. Smith," find the division Smith, next find A Smith, and Dr. Smith will take its place before A Smith, Dr. taking its alphabetical place among the titles. To file Dr. W H Smith, find the division Smith, next find the proper position for W H among the initials with Smith, if there is already a card W H Smith, Dr. W H Smith will precede it.

135 Should there be more than one card for the identical name, the cards are further subdivided by their localities, these forming an additional alphabet, thus: Dr. Smith—Birmingham, Dr. Smith—London, etc. It should be noted that in alphabeting each word or initial is considered by itself, thus A must precede Adam, W & S must precede W B; Smith & Co. must precede Smith & Son, Da Silva must precede Dalgety, Van Houten must precede Vanderbildt. The prefixes Mac, O', Fitz etc. are best treated as making one word with the name following them. All abbreviations are alphabeted as pronounced.

136 No comments are necessary on filing cards numerically, chronologically or geographically or by subjects or commodities. All the terms required for filing are given on the cards, and with ordinary care no difficulty will be experienced in determining the proper place for each card. If there are several cards having the same headings, they should be filed in chronological order, the latest date coming first; if there are no dates, the cards are filed by their call numbers.

137 *Guides* Guides are a labour-saving device, for every time a set of cards is consulted they are used, and the time necessary for each consultation will largely depend on what assistance the guide cards give. Guides are necessary for all card files. Their object is to indicate certain positions, the beginning of each letter in the alphabet, intermediate positions at convenient intervals etc. The number of guide cards to be

inserted and where they are to be inserted must depend on the nature and extent of each set of cards, but with a little practice and judgment their treatment will not offer any difficulties.

As the guides serve as indicators, it is of great importance that 138
they should be so applied as to give the maximum amount of indication. Thus the name written on the tab will indicate the position of the guide among the cards, that is: the tab bears the term or name on the card immediately following the guide. As has already been explained (**54**) guides are made in various positions and wherever possible these positions should in themselves indicate something. Thus in the alphabetical arrangement the first guide on the left indicates the beginning of each letter, in the numerical arrangement the first guide on the right always indicates the units, and so on.

Guides contain as a rule no information and need not have any 139
marks of identification as the cards do. They can always be replaced without trouble. For temporary work sets of printed guides may be bought, but for permanent work the indications on these cards are insufficient, and they have the further drawback that they entirely ignore the importance of using the position of guides for indicator purposes.

For an alphabetical register if not exceeding 20,000 cards it is 140
sufficient to use three position guides, the first position (left) being used only to indicate the beginning of each letter of the alphabet, second position guides (centre) being used to indicate subdivisions under each letter and the third guides for further subdivisions of large sections, such as Smith. All guides should have written on their tab the name (only) on the card following it. If the register runs into 100,000 or more cards, then it will be more advantageous to mark the beginning of each letter by a centre guide and its subdivisions by a third position (right) guide, the first position being reserved for the indication of initials or titles by which like names are alphabeted. Or the guides indicating the beginning of each letter may be dispensed with, the first guides indicating the names, the second guides the subdivisions of like names, and the third guides the initials or titles. Guide cards should be inserted at intervals of 25—40 cards. Short and convenient names should be selected for the guides.

141 For a register arranged numerically a similar plan as that already explained under Vertical Guides may be adopted, except that the first guides on the right are used for units and tens combined. Three guides numbered respectively 26, 51 and 76 following the cards numbered 25, 50 and 75 will be found ample for general purposes. The second guides will indicate the hundreds, the third the thousands and so on, the numbers and positions being the same as with vertical guides. For territorial card files——say the United Kingdom—the first guides may indicate the counties, the second the towns etc. Another and perhaps better plan (if counties are not essential) is to file the cards under the names of localities and dispense with any further territorial classification. The cards under each town are arranged in alphabetical order, guides being used for this purpose as before. We have thus two simultaneous classifications. In such cases distinctive guides are used for each classification. Thus in the above case buff guides may be used for the territorial classification and blue guides for the alphabetical classification, the position of the guides being so chosen that only guides of like colour appear in each position. The first position guide will be buff and indicate the towns, the second and third guides will be buff and may be reserved for subdivisions of the first guides. The fourth guides will be blue and indicate alphabetical positions only, the fifth will be blue and serve for subdivisions of the fourth (**107**).

142 *Index Guides* Small indexes can if desired be treated similarly to alphabetical registers. For larger indexes five position guides are recommended, although small tabs are a disadvantage. The best will have to be made of narrower tabs, abbreviations may be used or the terms on the tabs may be written in two lines, words may be left unfinished etc. as long as the meaning is clear enough for the purposes of filing and consulting. The five guides are managed as follows: the first and second guides are reserved for the concretes (or the countries as an alternative) (**114**). The third and fourth guides are reserved for the countries (or the concrete as an alternative). The fifth guide indicates the process only. The first guide indicates the first main alphabet, the second guide indicates a subdivision of the first guide and is governed by it. The third guide which is governed by the second guide or in its absence by the first, indicates the third main alphabet. The fourth guide indicating the fourth

main alphabet serves for the subdivisions of the third guide, by which it is governed. The fifth guide indicates the fifth main alphabet and is governed by the fourth guide or in its absence by the nearest previous guide. This system of guide cards indicates therefore five successive main alphabets, and subsidiary alphabets may be started in addition at any point. (Vol. 2.)

As these guides are all in turn governed by their predecessor in **143** position except the first guides, the latter must be complete, that is to say: there must be a first guide for every term in the first alphabet. If there is no first guide, there is no information on the subject in question in the index. The first and third guides take the same terms alternately, if the first guide indicates a concrete, the third will indicate a country (if any), and if the first guide indicates a country, the third guide will indicate the concrete. The same applies to the second and fourth guides as subdivisions of concretes and countries.

The first guides may be used to supply a substitute for a subject **144** classification. This is done by giving in the body of the card a list (in alphabetical order) of all terms in the index related to it. Thus the first guide " Hardware " will refer to lock, hammer and other kinds of hardware in the index, while the first guide " Hammer " will refer to hardware and other related terms in the index. A similar plan may be adopted for the geographical terms (**117**).

Charging If a correspondence folder, a book or a sample **145** is required by a member of the firm, it is taken from the file, its number, the date and the name of the inquirer are noted on a charging slip, this slip is put into its proper place in the charging cabinet and the article is delivered to the inquirer. When he returns it, the slip is withdrawn and cancelled and the article is put back into its place in the file. If at any time an article is not in the file therefore, there will be a slip in its corresponding place in the charging cabinet stating who is in possession of it. The same procedure applies to materials and documents which are either kept in strong rooms or are otherwise stored, the charging slip in such cases giving the locality where they may be found. The larger the firm, i.e. the more extensive its offices, the more useful will this charging system be found, if carried out properly. No provision is made for charging out cards, because they are not supposed to be withdrawn at any time.

Colours

146 For the satisfactory working of the system only certain persons should have access to the files, and as long as anyone is in possession of documents or materials, the responsibility to return them intact should rest with him. Generally speaking the files whether materials or cards are kept undisturbed except with the consent of the filer. If at any time anything is to be taken from the binders etc. the filer should be given an opportunity to complete his records, otherwise the system will be broken up, and it is unlikely that it can ever be mended again.

147 Guides Let us take a numerical division in the charging cabinet. To each pigeon-hole say one hundred numbers are allotted, there will therefore be a guide for each hundred. The guides are so arranged as to alternate in position, the odd hundreds being on the left and the even hundreds on the right. Then the first pigeon-hole will have a left guide numbered 1, the second a right guide numbered 101, the third a left guide numbered 201 and so on until the numbers of that set are exhausted. Behind the guide numbered 1 all slips from 1 to 100 will be filed in numerical order; behind the guide 101 all slips from 101 to 200 etc. In an alphabetical division a guide may be reserved for each letter of the alphabet. Alphabetical divisions should however only be resorted to in special cases, for the materials should all be filed numerically. The guides must in all cases bear the distinctive initials and be of the distinctive colour adopted for the files they represent.

148 Slips It is best to have the slips in the same colour as the guide cards. Each slip should have clearly stated on it the call number, the date when an article is given out and the name of the actual possessor. When a slip is withdrawn, these particulars should be cancelled. Each slip can be used four times. It is a good plan to check the slips with the files on the first of each month in order to see that there are no discrepancies and if practicable to ask for the return of articles which have been charged out for a considerable time.

149 Colour Application The application of colours for the purpose of indicating may be regarded as an extension of the application of guides which serve the same end. Colour indications may be applied to binders, boxes, labels,

cards and guides. Colour distinctions may be extended further by varying the colour of the ink used, or by applying ink to the edges of the cards for certain purposes.

The guiding principle in the application of colours should be: 150
to use them sparingly and to limit their application to distinct and broad classes, to use faint colours when applied to cards, and to select the colours so that no two can be mistaken for each other by artificial light. Colour application overdone defeats its own object.

Labels — It is a good plan to have separate colours for 151
the labels both of the vertical files and the card drawers for each class, so that besides the initials the colour will also indicate the class. The distinctive colours are best chosen so that any two colours consecutive in position form a pronounced contrast. The colours used in the charging cabinet should in all respects correspond to the colours of the labels.

Binders and Folders — As it is not recommended to file the binders 152
by subjects, there is therefore no room for colour application within any given class. But if there are two or more classes having binders, colours may be applied to great advantage. The A class may have blue folders, the C class red folders etc. It is a good plan to make the colour of the folders and labels of any class correspond.

Cards — Caution is required in the application of colours 153
to cards. But the variety of colour application to cards is so great that it is difficult to do more than give some examples of faulty application:

(a) If a card index contains information in twenty languages 154
and it is required to indicate the various languages by means of coloured cards, one colour for each language, the plan must fail because the number of colours is much too large. Better plans would be (1) one colour for English and one for all foreign, (2) one colour each for groups of languages, one colour may designate English, another the Scandinavian languages, another the Roman languages, another Chinese, Japanese and Korean and

so on. More than five or six colours will be found to be unmanageable, unless cards with tab are used in which case the positions of the tab may be used in conjunction with colours.

155 (b) In a technical index it is desired to distinguish the cards referring to electric lighting, heating and traction respectively, (the object being to trace installations of A, B or C). If the index is managed properly there is no necessity for colour distinction as desired, for all the information will be found under the respective heads together with the references on the guide cards. But a colour distinction could very well be applied to mark the cards of the competitive firms A, B and C provided their number remains within reasonable limits. Even in this case it will be better not to use any colour but make separate cards and file them under the names of the competitors. In an index there is not much chance to apply colour distinctions, but if there are several indexes, *all* the cards of each can be given a distinctive colour.

156 Guides — It is an advantage to have the colour of the guides correspond to that of the labels where possible, but in any case it is desirable to have different colour guides for each, where there are two or more registers, indexes etc. For special work it may be found convenient to use guides of various positions and colours in the same drawer to indicate simultaneous and combined classifications (**107**).

157 Marking Cards — A very effective way of differentiation is the marking of the upper edge of the cards with ink, either its whole length or any portion of it. Thus in an alphabetical register of firms the cards of all non-effective firms (unknown, deceased, undesirable etc.) may be marked black or red ; customers, competitors or any other set may be so marked. Care must be taken however that this marking is not carried to excess, its application although very effective is best limited like that of colours.

158 Flags or Signals — These are attachable to the cards. They may be had in various colours, plain, numbered, lettered etc. and will be found to be extremely useful. To give a simple example let us suppose that we have

before us a register of customers. This is gone through periodically to see how we stand with each customer. In doing this the cards which require no attention are left as they are, those which require immediate attention are marked by a red flag, those requiring attention when convenient by a blue flag, those which require looking into for whatever reason by a white flag etc. The flags are changed or removed when the cards or the customers have been attended to for the time being. (See **106** and **316** et seq.)

Handling Large Quantities The card system owes its existence mainly to the increased bulk of business, for it is the bulk of anything that forces upon us classification and organisation generally. It will easily be seen that to handle a hundred articles and a hundred thousand articles are two quite distinct propositions, they will require different methods, and as the card system is designed to deal with large quantities, it is desirable not to lose sight of its advantages in this respect. **159**

The handling of large quantities means invariably specialisation in the processes of handling with the object of turning out the maximum quantity at the minimum of cost. The most insignificant process is therefore important enough to be systematised and linked up with others in a carefully thought out chain of operations which collectively performs the work required in the most expeditious manner. Large quantities can only be handled successfully therefore on strict methodical lines. **160**

Alphabetical For handling large quantities of cards take a set of guides, one for each letter of the alphabet and file the cards roughly under their first letter (always in a drawer). This done and the sections under each letter still being very large, repeat this operation for the cards under each letter separately, filing the cards by their second letters. The cards may then be arranged strictly as required. For ten to twenty thousand cards one rough filing is sufficient. **161**

Numerical In a similar manner cards are first filed roughly under their thousand, then each thousand is in like manner divided into hundreds and finally the consecutive numbers are reached. Due allowance must be made, if the numbers are not complete. If there are only 1,000 cards between the **162**

numbers of 1 and 10,000, divisions into thousands ought to suffice. With the first operation of filing roughly a second can be combined. Thus in the first rough alphabeting say under the letter A all cards from A—AL can be filed immediately following the A guide and all cards from Am—Az can be filed in front of the B guide. The same applies to numbers. There is thus a division in two already in each section without extra work.

163 To give a better illustration of linking up processes, let us suppose that we desire to send out 20,000 circulars with covering letters to addresses we have, and that we wish to have a card register of these for following up the first by a second circular etc. We make up a sample exactly how the circulars are to go out and ascertain postage.* Next we go through all the processes necessary, from the addresses to the affixing of the postage stamps, and reduce them to "units of labour." We are now in a position to apportion the various processes (or sets of them) among the staff, and if that is done properly the work will be turned out as if by machinery. There will be (1) the writing of the cards from the addresses ;† (2) the addressing of the envelopes from the cards ; (3) the covering letters. These are passed on to others who attend to (4) the filling in of names on the covering letters ; (5) the getting ready of enclosures ; (6) comparing names on envelopes and letters, folding ‡ and putting up letters ; (7) sealing the envelopes and counting ; (8) affixing stamps and recounting. Meanwhile (9) the cards are being filed roughly, and (10) strictly. All these processes are going on simultaneously until the entire work is completed.

---

* Sometimes a slight variation in the weight of the envelopes will save 20,000 halfpennies.

† If these cards are to be incorporated with an existing register, it will be necessary to check them to avoid duplication.

‡ Folding depends on the size of the envelope. Don't fold oftener than necessary, do without it if practicable.

V APPLICATION TO OFFICE WORK

Correspondence Correspondence embraces all communications passing to and from a firm or person and as such will include in-coming and out-going letters and telegrams, circular letters, telephone and other messages, accounts and receipts, the various enclosures such as cuttings, pamphlets etc. It is however neither possible nor desirable that all these materials should be filed together. They will have to be separated into classes convenient both from the standpoint of office work and filing. The accounts etc. are best kept in a class by themselves (**216**); the enclosures are incorporated with the various classes including them and these will be dealt with separately (**223** et seq.) so that correspondence will be limited to all kinds of documents in memo or letter form, which will be called the C class. **164**

In-coming Letters They should be stamped on receipt with a date stamp so as to show when they have been received. They may also be numbered with a numbering stamp and in that case usually with a numbering and date stamp combined. The object of numbering is to prevent letters getting lost especially when they have to pass to various departments to be dealt with. But if there is no provision for charging out (**145**) the letters, there is no object in numbering them. The enclosures should be checked when the letters are opened and if not noted on each letter, this should be done. **165**

Out-going Letters Duplicates should be kept of all out-going letters either hand-written or type-written. They should be on the same size of paper as the originals and all corrections made on the originals should be made on the duplicates. All letters should give the initials of the dictator and the typist and the duplicate should give the initials of the signer if not the dictator. Copying-books are quite unsuitable for the system described here. Carbon copies should be used. **166**

Telegrams These should be stamped on receipt like the letters. Copies of telegrams retained for filing should be actual copies, that is: written at the same time as **167**

the originals. It is in no case advisable to make a copy of the original afterwards. Copies should bear the date and the hour of dispatch. To send a telegram without keeping a copy is inadvisable no matter how trivial it may be.

168 *Messages* Notes may be kept of all messages, conversations, interviews etc. to be filed with the letters for future reference. They should be stamped and marked as the letters, care being taken also to add names and other particulars of identification. Visiting cards may be treated similarly.

169 Binders and Folders The communications passing to and from each firm or individual are collected in a separate binder or folder for each. These are numbered consecutively, each number in this class being preceded by the class initial C. The call number (initial and number) is written on each document and also on each binder or folder, in the latter case on labels. The binders or folders are known by their call numbers: thus Smith & Co. may be C2349 etc.

170 *Putting C numbers on letters* The letters are carefully read through in order to see that enclosures mentioned are in hand, that the carbon copies contain date and initials, that any letters mentioned in the carbons have been received, that originals are duly acknowledged, or bear a mark that no acknowledgment is required. If all this is found in order the firm name of the letter is looked up in the alphabetical register and when found its number with the initial C is written in pencil at the right upper corner of each letter. Care must be taken to see that the name on the card and the letter correspond in all particulars. If it is found that there is an alteration in the name or address, corrections should be made on the card as soon as the name has been duly identified from previous correspondence. If the name required cannot be found in the alphabetical register, the letter in question is given the next consecutive number available or any number vacant, a binder or folder will have to be prepared for it with the cards necessary for the various registers.

171 *Enclosures* The call numbers being now affixed to the letters, enclosures should be dealt with next. If enclosures are in the nature of letters, the same call number is written

on each and they are then filed with their covering letter. If pamphlets, press cuttings or samples are enclosed, they will be filed with their respective classes, after the call number of each enclosure has been noted on the covering letter and the call number of the covering letter on each enclosure, so that from the covering letter the enclosures* may be traced and vice versa.

Binders or Folders — These have already been explained in para. 28 **172** etc. When new correspondents are added, new binders or folders are required. Binders should be used whenever the correspondence is likely to be continuous, folders may be used for the sake of economy for single letters. If however the number of documents in any folder passes four, it is best to substitute binders for the folders, the call numbers on the folders being transferred to the binders, and those on the folders being obliterated, the folders being again used as before. Binders and folders should be of the same colour.

Perforating and Gumming — Before the documents can be inserted into the **173** binders they must be perforated. Care should be taken that the perforation does not expunge any figures, the holes should come between the lines, where they do least damage. On all carbons sufficient margin can be left to allow for perforating, but in-coming letters may be written from edge to edge. In that case or if the perforation would cause too much damage transparent strips of tough paper are gummed on both sides of the originals to provide a margin for perforating and filing. In the case of folders no perforating or gumming is required.

Filing Letters — The letters are now ready to be placed in the **174** binders or folders, and those in their turn into their places in the cabinets. In each case it is strongly recommended however to compare the letters to be added closely with those already in the binder. If any alteration is detected in the name, address or trade etc., a note should be made to incorporate those corrections on the cards of the registers concerned. The documents are best filed in the binders in chronological order, so that the most recent communication comes uppermost. The binding

* Particular attention is drawn to the fact that enclosures must be adequately described on the covering letter, the word "Enclosure" alone is insufficient.

attachment should be firmly closed in order to hold the documents tightly together. In the case of folders the letters are pinned on to the cover.

175 *Filing Binders* The binders are now put into their places in the cabinets between the vertical guides according to their numbers. The object and management of the guides has already been explained (**56**, **124** etc.). Experience will show that as the binders fill up, the expansion is greater at the back, as compared with the front, owing to various causes. If all the binders are filed with their back down or up, the files will become unwieldy because there is more thickness at the bottom than at the top or vice versa. To avoid this it is best to file the first five (1—5) with their back down and the succeeding five (6—0) with their back up. This will equalise the files to a great extent. If this method is adopted care should be taken to gum the labels to the binders so that they will all be visible in one place, that is the right upper corner. All binders being numbered one to five in the unit should have their labels at the right upper corner and be filed with the back downwards, and all binders having 6, 7, 8, 9 or 0 for their unit should have their labels pasted at the left bottom corner, so that when they are filed with back upwards the position of their label corresponds with that of the other set.

176 Cards Before new binders are filed the necessary cards for the registers will have to be made. It should be noted that the binders are located by means of these cards and it is therefore important that no cards should be omitted. As already explained (**90**) it is for each office to decide what registers are necessary to meet its individual requirements, but an alphabetical name register will be required in every case, if only for finding the numbers of the binders. Additional cards are also required very often for old binders. It in no case follows that because the cards for a given binder have already been made, there is no need to read through new letters for additional cards for any further references required.

177 *Alphabetical Register* This register should be looked upon not as limited by the requirements of the vertical file but as the general office register for firms or persons being in some way connected with the office and its busi-

LIBRARY OF THE UNIVERSITY OF CALIFORNIA

ness. The necessity for such a central register is very obvious, for firm names and their addresses are ever subject to changes, the register must be continually kept up to date and if there is no central register, but various registers serving different purposes, each correction would have to be made on more than one card, and in that case some of the corrections are sure to be forgotten, which must ultimately lead to confusion.

178 For the central register a card is made for each firm and also for each of the responsible persons signing for the firm, each name in the letter for which a card is made is ringed in blue pencil (**184**). These cards besides the name and address must also give the number of the binder. Firm cards should give individuals connected with the firm in brackets, cards of persons should in all cases give the name of their firm or firms in brackets. The names and call numbers etc. must always occupy the most prominent positions, the right upper corner being reserved for the numbers and the left for the name under which the card is to be filed. In the case of names with hyphens a card is filed under the second part of the name, but a *see* card can be filed under the first part if desired. The names under which a card is required to be filed (including locality) should always be written in capital letters (**186**).

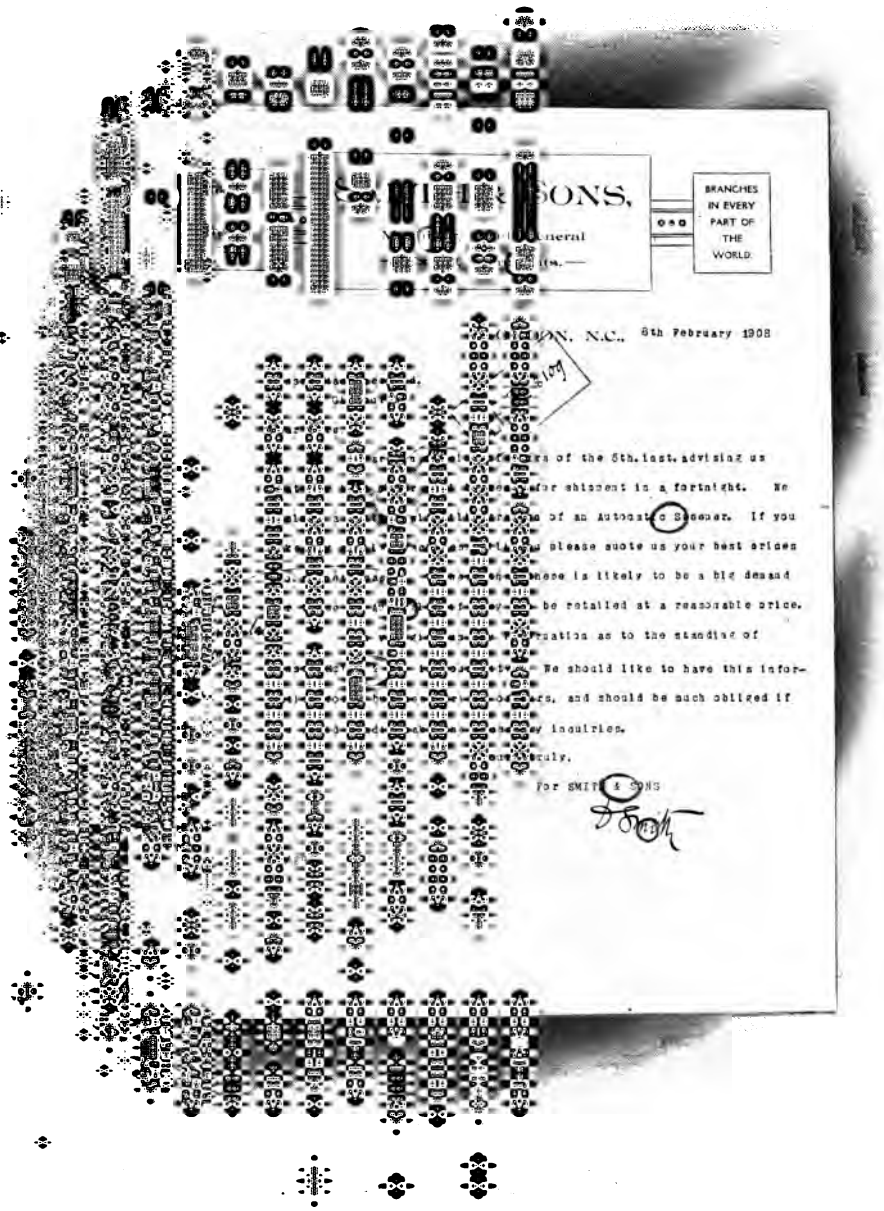
179 For all firms or individuals mentioned in a letter a card should be made if there is not one already, and if there is a card already, the new call number should be added to those already on the card. In all cases where a call number refers to a binder, the call number only is put, in all cases where the call number refers to a letter, the date of the letter and the word *See* is added to the call number: thus, See C292—4X7. In the case of government departments besides the usual cards for the departments and the individuals a geographical card should be made which is filed under the name of the country. Thus correspondence with a department in Washington should also be noted under United States, correspondence with a consul abroad should be noted under the foreign country and also under UK. In the case of newspapers, associations, clubs etc. their title takes the place of the firm name; collective divisions may be made for these as for the geographical terms (187).

180 *Numerical Register* This is arranged in exactly the same order as the binders in the cabinets. It serves to ascertain what firm or individual is represented by a given number. As the call numbers are the principal item of information they are printed at the left upper corner, the name and town only being given in the body of the card. This register is strictly confined to the numbers of the binders in the office only. One card for each number is required. It is not necessary to make corrections on the cards except when the number of a folder is changed, in which case new cards are made. For small offices it is possible to do without a numerical register, but a folder may be lost or mislaid and it may be necessary to go through the whole alphabetical register in order to trace the number so as to get at the firm's name. In a large office the numerical register is indispensable, although it may not be used very much. If the numbers of this register are at all times left undisturbed, a book may be used instead of cards, but the use of books in conjunction with cards is not recommended for reasons similar to those in para. **67.**

181 The question of further registers largely depends on the nature and extent of a business. For many firms it will be necessary to have a geographical register giving the firms or individuals in any locality. Other firms may require a general trade register so that they will be in a position to say what firms they have in the glass trade, the timber trade etc. Other firms again may require a register of commodities to enable them to say which of their firms make, buy, or sell glass stoppers, asbestos packing, wire nails etc. Additional requirements will be largely determined by what use is made of trade catalogues. A large firm for instance would require both for the correspondence and the trade catalogues a very minute register of commodities, or one register could serve the two purposes. All cards for these registers will contain besides the heading under which they are filed merely lists of call numbers (**185 etc.**). When a firm ceases to exist or ceases to handle a certain commodity its call number is struck through, when a firm takes up new articles or appears in a new locality, its call number is added on the respective cards.

182 *Indexing* All letters are read through again for indexing. Each term which it is desired to index is ringed in blue or red pencil and a card is written for each term ringed.

[illegible] hp, transparent hinge etc.



BRANCHES IN EVERY PART OF THE WORLD

ON, N.C., 6th February 1908

109

[illegible] of the 5th. inst. advising us
[illegible] for shipment in a fortnight. We
[illegible] of an Automatic Steamer. If you
[illegible] please quote us your best prices
[illegible] there is likely to be a big demand
[illegible] be retailed at a reasonable price.
[illegible] ration as to the standing of
[illegible] We should like to have this infor-
[illegible] rs, and should be much obliged if
[illegible] y inquiries.

[illegible] ruly,

For SMITH & SONS

C8628
Machinery Mr
See3828-8/3/3
C8628-8/3/8
DEMAND
AUTOMATIC CASTERS

cards.

The object of the ring is two-fold. First, to afford a handle by which the original information may be traced from the index-card, second, to serve as an easy check that all the cards necessary have been made. The indexers (if there are several) should initial every letter indexed on a given place designated for that purpose, so that in case of doubt or inquiry the indexer may be traced. The cards are filed under the terms ringed, which are always written at the left upper corner. In the body of the card a short abstract is given of the information in the letter so far as it refers to the term at the head of the card.

Filing etc. The filing of the various kinds of cards and the insertion of guides has been sufficiently explained in para. **126** et seq. Whether or not different coloured cards should be used for the registers and indexes, will have to be decided in accordance with the exigencies of each individual office. As a general rule it is best to use white cards. No cards should be withdrawn from the registers and indexes. If a letter is returned, it should be marked so on the card of the firm and the card should be filed again for future reference; likewise if a firm ceases to exist etc. The cards necessary for enclosures will be dealt with under the various headings (**223** et seq.). **183**

ILLUSTRATIONS

Letter showing terms ringed, " See " stamp, transparent hinge etc. The above is an imaginary letter showing the manner of marking terms for which cards are to be made. The cards will be found in **185**. From the word *cutting* a hand points to its call number PC8109. The transparent hinge is necessary to expose to view the addition to the letter, when it is filed. **184**

Set of cards to 184. The terms ringed in **184** are: *machinery, merchant, automatic sweeper, Australia, Smith & Co., Smith & Sons, D. Smith.* For each of these a separate card is made and in addition the numerical card C8628. The cards *Smith & Son, D. Smith, Smith & Co.* are intended for the alphabetical register, the card C8628 for the numerical register, the cards *machinery, merchant,* for the trades register. The cards *automatic sweeper* and *Australia* are index cards. A *London* card for the territorial register might be added. The cards for the trades register might be varied to suit individual requirements. **185**

Various sample cards. The cards *East* and *Ross* are from the central register, the various call numbers will be seen at the right of each card. The cards *Smith* and *Godin* show the manner of stating that *Godin* signs for *Smith.* The card *Baldwin-Smith* shows the manner of making reference cards for names with hyphens, if it is thought necessary. The six lower cards make a set. **186**

Correspondence

187 Various sample cards. This plate contains three sets of cards, one for the *Birmingham Chamber of Commerce*, one for the *Yorkshire Post* and one for the *Agent General, Queensland.* On the cards *Agent General, Garroway* and *Paine,* London is not indented as it should be. But the card Australia is properly indented. Its proper place is (1) under *Australia,* (2) under *Queensland* among the cards of Australia, (3) under *Agent General* among the cards Australia, Queensland, and if there were several Agents General, the proper position of the card would then be determined by its locality, *London.* The cards *Chambers of Commerce* and *Newspapers* are only necessary if it is desired to bring all Chambers of Commerce and Newspapers together under their respective collective headings.

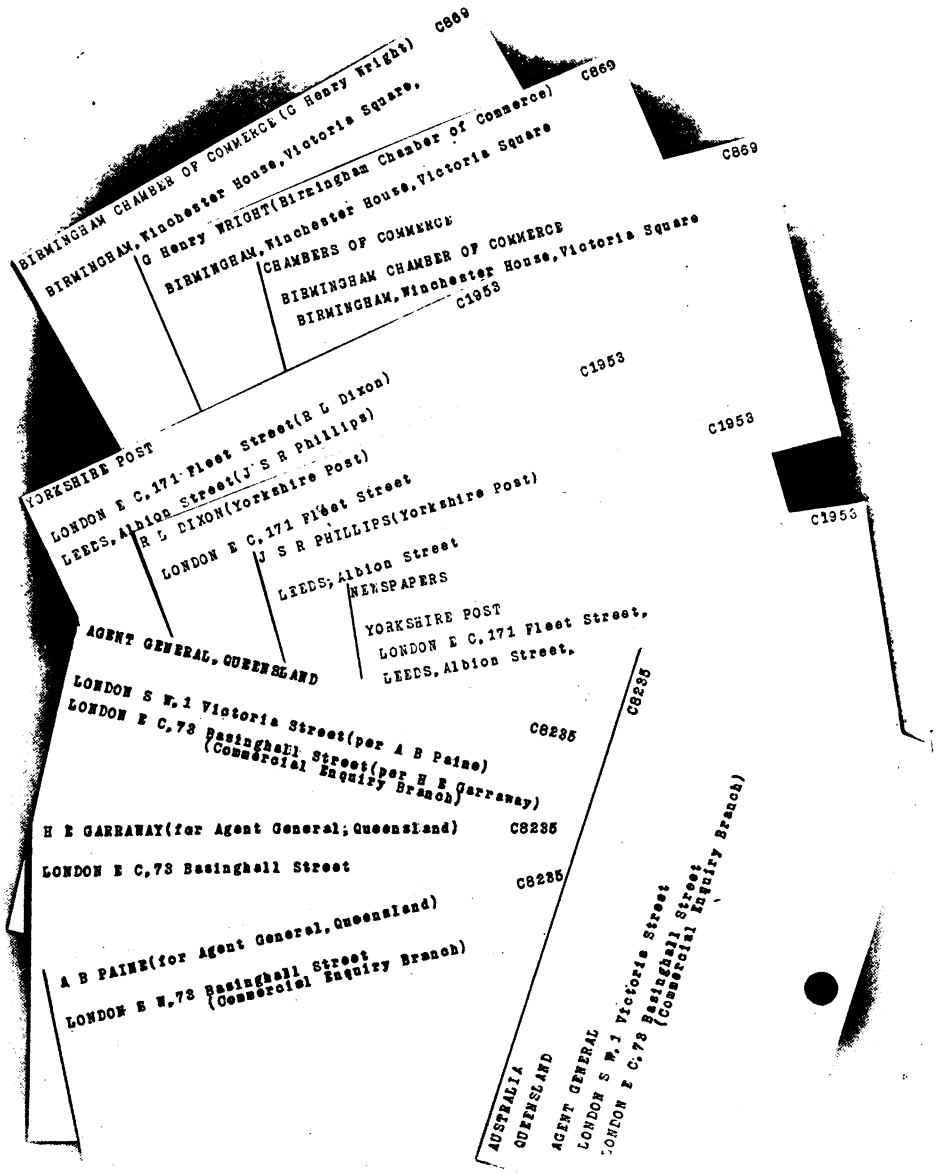
188 Various sample cards. The first four cards are a set similar to those in **187.** The cards *Smith* and *Fairfield* show the manner of referring from faulty cards to new cards with the proper names. The card *Fairfield* also gives a curious instance of the confusion created occasionally by inversions (**101**). The last card represents the reverse side of the previous card and shows how to utilise the back of cards when necessary.

189-90 Cards showing corrections and additions. The card *Somers* shows the manner of referring to all letters where that name is mentioned. The other cards show the manner of making corrections and additions. The original matter is written in black, all corrections and additions in red.

191 Additional Recommendations In Paragraphs **164—184** the regular routine work in the treatment of correspondence has been explained. We may now proceed to consider some of the exceptional or irregular phases on the basis of the foregoing, and also elaborate some of the points already dealt with.

192 Letters—*Confidential Letters* In case of correspondence which it is desired to keep confidential temporarily or permanently, the treatment is as follows: The name of the sender and the receiver together with the date of the communication is written on a blank sheet and this is filed in place of the original. The original is charged out as usual; when it is returned to the file the date of receipt is stamped on it and it is then filed on top of the sheet originally substituted for it. The sheet is not withdrawn, for questions may arise which could only be satisfactorily explained by evidence of the fact that the original was withheld for a time. If many such letters are withheld from the file, they should be numbered and kept in numerical order, the numbers being noted on the blank sheets. Special attention is drawn to the fact that the blank sheet is necessary in every case, otherwise it must be expected that sooner or later the originals will be demanded from the filer, and his being unable to produce

187. Various sample cards.


C869
BIRMINGHAM CHAMBER OF COMMERCE(G Henry Wright)
BIRMINGHAM, Winchester House, Victoria Square.
G Henry WRIGHT(Birmingham Chamber of Commerce)
BIRMINGHAM, Winchester House, Victoria Square
CHAMBERS OF COMMERCE
BIRMINGHAM CHAMBER OF COMMERCE
BIRMINGHAM, Winchester House, Victoria Square
C1953
YORKSHIRE POST
LONDON E C, 171 Fleet Street(R L Dixon)
LEEDS, Albion Street(J S R Phillips)
R L DIXON(Yorkshire Post)
LONDON E C, 171 Fleet Street
J S R PHILLIPS(Yorkshire Post)
LEEDS, Albion Street
NEWSPAPERS
YORKSHIRE POST
LONDON E C, 171 Fleet Street,
LEEDS, Albion Street,
AGENT GENERAL, QUEENSLAND
LONDON S W, 1 Victoria Street(per A B Paine)
LONDON E C, 73 Basinghall Street(per H E Garraway)
(Commercial Enquiry Branch)
C8235
H E GARRAWAY(for Agent General; Queensland)
LONDON E C, 73 Basinghall Street
A B PAINE(for Agent General, Queensland)
LONDON E W, 73 Basinghall Street
(Commercial Enquiry Branch)
AUSTRALIA
QUEENSLAND
AGENT GENERAL
LONDON S W, 1 Victoria Street
LONDON E C, 73 Basinghall Street
(Commercial Enquiry Branch)

ards.
AMBER OF COMMERCE OF EGYPT(A R Brown) C3895
C3895
ERCE OF EGYPT
of Egypt) C3898
C3898
C997
Sewing Cotton Mfc
algamated Firms
S MANLOVE & SONS LD
Edm. ASHWORTH & SONS LD
John DEWHURST&SONS LD

and additions.
07343
BRISTOL & DISTRICT BUILDING SOCIETY
Bristol, 22 Baldwin St. Bristol
Removed to
Stafford Rd. Bs. Crantock
STEAD LD
Established 1849 Wellington Rd,
ADDRE
03590

them will discredit both the system and the filer. Documents kept in strong rooms for safe keeping should be treated on the same lines. If it is desired to withhold also the name of the sender, they should be charged out under C0 with date, the slips being filed in front of C1, until the letter is available for filing. But it is important that there should be *some* record of the receipt of all communications.

Circular Letters The treatment of these will depend on the quantity sent. If only a few, it is not worth while to deviate from the regular practice. If large quantities are sent, it is best to have a separate binder for circular letters in which a copy of each is kept giving all particulars as to date of dispatch etc. corresponding cards being made in the registers under " Circular letters " etc. so as to be able to locate the binder when required. If the binders have a contents (**33**) the sending of these letters may be noted there by giving the call number and date of the letter in the circular letter binder. For extensive circularising the cards of the firm's register are marked so as to be able to trace from the marks on these cards what letters have been dispatched to a given firm (**291**). **193**

Miscellaneous Letters In every business letters are received such as applications for positions and others which are not directly concerned with the business. If desirable all these may be treated as ordinary correspondence and no doubt this is the best way. But if their number is large and they are not thought worth the expense, they may be filed separately in some alphabetical sequence file so that they will still be accessible at any time. The letters of each individual are kept pinned together. If it is desired to keep a reference of the various applicants for future use they are indexed in the general index of the office under their qualifications, traveller, clerk, typist etc. **194**

Letters passed on Where there are several departments in an office and the correspondence is filed together, the letters may pass through various hands before they reach the file, and provision should be made to be able to trace a given letter when required. Whether for this purpose the letters are numbered or not, they should be charged out to the possessor for the time being. If several departments in the firm **195**

are managed independently, their correspondence etc. are treated as if they were separate firms and what passes from one to the other is charged out in the usual way.

196 *Returned Letters* If a letter is returned by the Post Office as undeliverable, the returned letter is filed as usual, all the facts of non-delivery with date being noted on the cards in the registers as given by the Post Office. Thus: Gone away, no address, GPO 25III6 (**189**).

197 *Copies of Originals* If it is required for any purpose to forward a letter received, an exact copy of it should be sent. If in exceptional cases the original has to be sent, an exact copy is kept of it and the original is kept charged out until it is returned. If any importance, actual or potential, attaches to the original, the copy retained should be in the nature of a photographic reproduction.

198 *Missing Letters* In a well-regulated business no letters are missing, the mere fact that something is missing should be sufficient proof that either the system is at fault or that some things have been withheld without the proper safe-guard. It may also be the result of frequent interruptions. The missing list is made up from the regular perusal of the correspondence (**170**). If a letter cannot be traced or has been disposed of, notes should be made to that effect on the originals or the replies, as the case may be. All missing letters are charged out anonymously in the usual way, the slips being marked *missing*.

199 *Quantities of Letters* If at times many more letters are received than can be filed in the course of the day, or if there is a very large daily mail, the letters are numbered in the usual way and kept in numerical order in a handy file until they can be put into their binders. In case of new C numbers, the cards should nevertheless be made and filed without delay. It is not recommended to file such letters alphabetically even temporarily because most letters would have to be filed under more than one name.

Binders :— *Decimal Call Numbers*

Let us suppose that we are in correspondence with a firm having twenty branches in various parts of the country. With some of these branches we are dealing directly, with others through the head office. As we have adopted the plan of keeping the correspondence of one firm together, we can have but one C number for the firm and all its branches, say C14329, but as we are dealing with some branches quite independently they must be regarded as separate firms and have separate binders. Therefore the correspondence with the head office and branches depending on it will go to C14329.1 the correspondence with their independent branch at A will go to C14329.2, that with their branch at B to C14329.3 and so on. By this arrangement the whole correspondence of the firm and its branches will be filed together and yet there will be individual binders for individual correspondents without interfering in any way with the consecutive order of the numbers. **200**

If decimals are employed with any number, that number should not be used without decimals, otherwise the fact that there are branches may be overlooked. The decimal .1 for the head office at once indicates that there must also be .2 etc. On the other hand it is *not* recommended to employ decimals to indicate various parts of the correspondence like accounts, estimates etc. Subdivisions within a given class must in the end lead to the abolition of classes altogether (**121**). If a grouping of the correspondence is desired, the groups are best treated as independent classes, accounts being the A class, estimates the E class etc. the cross references serving to bring together the documents filed with the various classes if required. **201**

New Binders

Before a new binder is prepared or made it is of great importance to make sure that a new binder is required. This is by no means an easy task, and indeed it will happen with the utmost care that two binders are made for what may turn out to be the same firm or individual. A writer may use the note-paper of his firm and in that case no difficulty will arise, but at some other time he may write a hasty note from a club, or from a private residence, or he may be travelling and perhaps write from some foreign hotel or even on the note-paper of some other firm. In the haste of the moment he may have **202**

forgotten to sign it or his signature might be illegible, or may be read more than one way, or he might have only initialled the letter. Some may be received without any trace as to who sent them, and the post-mark on the envelopes may be the only indication whence they come. On the other hand presently another communication may be received, explaining everything satisfactorily. In dealing with new letters therefore all possible precautions should be taken against making duplicate binders, and when the information is not complete enough for the file, it is best to keep the letters in a folder labelled "unfiled correspondence," until they have been satisfactorily identified.

203 *Second Binders* When a binder is fairly full a second or third one is made bearing the same call numbers. The first folder is closed up, that is to say: on the label of the first binder under the C number the date of the first and last letter it contains is given, and on that of the second binder the date of the first letter is at once written in corresponding position which will indicate that there is previous correspondence. These dates should be typed or printed with rubber types, thus 1903XI25—1906X30. If it is desired to store old correspondence it should in all cases be charged out in the usual way, the charging slip giving the exact place where stored. Boxes (**243**) or transfer cases may be used for storing.

204 *Substituting Binders for Folders* If the correspondence contained in a folder is increasing or likely to increase, a binder should be made having the same number as the folder, the folder may again be used after its number has been changed. Its old number should be cancelled at once.

205 *Withdrawing Binders or Folders* When it is necessary to withdraw a binder or folder, it is necessary also to withdraw all the cards in the registers and indexes referring to it. It has been explained that all terms on the documents for which cards have been made are ringed in blue or red pencil. (**178, 182.**) By means of these rings the cards may be located and withdrawn. If a binder has to be withdrawn in order to incorporate the correspondence with that of some other binder, the call number on each letter must be changed also, the cards are all withdrawn as before, but some of them may be re-

filed when the proper call number has been substituted. In every case all the enclosures mentioned must be withdrawn likewise and where necessary the C numbers changed.

Contents of a Binder

The object of separate binders is to keep together the whole correspondence emanating from one source so as to preserve as far as possible the continuity of the transactions but this object cannot always be attained. I will give two typical cases. 206

(a) Various signatures for correspondence emanating from the same source. 207

From their contents it must be decided whether they are business letters or private letters. If the former, they will go with the correspondence of the firm, if the latter, they had better be filed with the correspondence of the signer.

(b) Individuals acting in various capacities. 208

We have correspondence with X as a private individual and also as a director of various companies. If we file all his letters under his name, we destroy the continuity of the correspondence of the various firms on whose behalf he writes, and if we file the letters with the various firms, we split up X's correspondence. Here again the contents of the letters must be regarded as decisive, and very probably X's letters will be scattered among a number of binders. It must not be overlooked however that the call numbers of all binders containing any of X's letters will appear on X's card in the alphabetical register, so that if need be all X's letters can be brought together at any moment.

It should be noted therefore that while endeavouring to file together all communications from the same source, the contents of the letters must in all cases be considered and if the choice lies between separating documents referring to the same transaction or those emanating from the same source, it is better to keep the continuity of the transactions intact. By duplicating letters of course the binders of the individuals may be kept complete too, but in the great majority of cases this seems wasteful. 209

LIBRARY OF THE UNIVERSITY

210 *Obsolete Binders* — What is to be done with binders of extinct firms or with obsolete correspondence generally? It is a sound principle not to disturb the files. The withdrawal of a binder is only the beginning of the operation, there are the cards, catalogues and other things which have to be withdrawn likewise. There may be some index cards with useful information, if the binder is withdrawn, we would be unable to refer to the original, should occasion arise. There may be certain references on the cards which would make it inadvisable to withdraw them. On the other hand the obsolete files might be so bulky and numerous that a great deal of space might be saved if they were withdrawn. Both sides of this question can be satisfied by storing the binders away intact after charging them out in the usual way, adding the exact location in each case. On no account however is it recommended to withdraw cards from the cabinets.

211 Cards :— *Change of Name* — If a firm changes its name a card is filed under the new name, the old card is left in its place, everything but the name and call number being struck through, but so that it is still readable, and a reference to the new name added (**189**). If the change is not only in name but also in management or business, it may be preferable to treat the correspondence as coming from a new firm and make a new binder, a reference to the new name being added on the old card.

212 *Effective and non-effective Cards* — If the cards in the alphabetical register are to be used at any time for circularising or addressing generally, provision must be made to make duplication impossible. For this purpose the cards are divided into effective and non-effective. Effective cards give effective names, that is, names of firms or persons who exist and whose address is known. Non-effective cards are those giving names of firms or persons who have ceased to exist or whose address is not known or ascertainable, further those which give names for the purpose of referring to other names, and finally those which are filed under geographical or other terms (**179**).

213 Effective and non-effective cards may be differentiated by marking either set. Let us suppose we are using white cards throughout and that the edge of all non-effective cards is marked black or

red (**157**), then the white edge cards will constitute the effective list for addressing. Effective cards will give both names of firms and also those of the signers for each firm. Thus if firms only are to be addressed, effective cards of individuals with a firm name in brackets are passed over, if individuals only are to be addressed, firm names are passed over.

Enclosures :— All letters or memos are filed with the original. **214**

Letters A letter may be defined as any statement over a signature. A correspondent X sends us a letter enclosing a letter from Y, from whom we have also correspondence. The Y letter being an enclosure, and not addressed to us, should be filed with the X letter. But we indicate on Y's card that we are in possession of a letter of his, filed with X. If enclosures are disposed of in any way that fact with precise details should be noted on the covering letter. What has been said in **197** regarding originals applies also to enclosures of this kind.

Enclosures separated from the covering letter All other kinds of enclosures are incorporated with the class of materials to which they belong after the cross references necessary have been made. These are made on the covering letter with a hand stamp as shown in para. **184**. The stamp should be printed across the correspondence so that the hand will point *from* the word which mentions the enclosure which is being cross-referred. In the oblong space the call number of the enclosure is written in red ink. It is best to choose a striking colour for the stamp, so that it will be visible at a glance. On the enclosures themselves the call number with date of the covering letter is written above or below the call number of the enclosure. In the case of press cuttings, when they have no individual call number, the call number of the covering letter may be noted in any convenient place on the cuttings. If several enclosures are received with the same letter, each enclosure is treated as an independent document; in no case is it recommended to fasten together covering letters and enclosures, or several enclosures (**80**, **86**, **121**). **215**

Accounts Although they form part of the correspondence it is better except in very small offices to keep them in separate files on the same system as letters with binders and folders of a separate colour. Whether the numbers of the **216**

account binders should be the same as those of the letter binders may be decided on reading para. 84. Let us take it that we have two files, one for correspondence and one for accounts. The correspondence of Smith & Co. will be in a blue binder C2567, their account will be in a pink binder A2567 or any other number. In all cases where a document could be filed in either the A or the C class, or where there is any doubt, the C file should be given preference. In all cases where this would leave the A file without continuity a reference to the C file is inserted in the A file. The accounts are treated as enclosures whenever they are received as such.

217 Smith & Co. for example send a cheque in payment of an account enclosed with a covering letter, which may or may not mention the cheque. In the latter case the enclosures are noted on the covering letter which goes to C2567; the enclosures go to the accountant and in due course will find their way to A2567. But let us suppose now that the covering letter not only mentioned the enclosures, but also offers some criticism of the accounts, and besides this asks for some information out of the accountant's control. If it goes to C2567, the accountant will not have the criticism of the accounts; obviously it cannot go to A2567 because it requires a reply from the firm apart from the account question. There is no doubt that this furnishes a powerful argument in favour of those who would have correspondence and accounts in one binder, because both together make up one complete record.

218 The best way to deal with cases of this kind is to assure in the correspondence continuity of correspondence and in the accounts continuity of accounts and let the over-lapping be in favour of the correspondence, references being made where necessary in the accounts. Thus the above covering letter in C2567 would refer to A2567, and the accounts in A2567 would refer to the covering letter in C2567. In cases where a letter conveys information for the accountant a short note to that effect may be filed in the A file. Where money is received the accountant should initial the amount where stated in the covering letter, which is to be taken as evidence that he has received the money.

219 Summaries*

* The object of these summaries is to enumerate all possible steps in a given operation. This makes the number of steps appear considerably larger than will be the case in actual practice.

Old Correspondents

1 Read letter to see that all things referred to in it are in hand, that date and initials are put on.*
2 Put on missing list what is not in hand.
3 Note enclosures, date etc. on letter if not done.
4 Look up names of letter in Alphabetical Register, and note any change in name or address.
5 Put C number on letter and ring in blue all names for which no cards were found.
6 Get out binder, compare with letter.
7 Make changes on cards of names or addresses if any.
8 Make cards for names ringed blue.
9 File cards made.
10 Put call numbers on enclosures.
11 Make cross references on letter and enclosures.
12 Make cards for enclosures and file both.
13 Read letter for indexing and ring in red terms to be indexed.
14 Make index cards for terms ringed red and file.
15 Provide letter with adhesive tape if required.
16 Perforate letter.
17 File letter in binder.
18 File binder.

New Correspondents When new binders are required the following numbers 5, 6, 7 and 8 should be substituted for those in para. **219**, otherwise the procedure is exactly the same. **220**

1—4 same as in **219**.
5 Ring in blue all names for which no cards are found.
6 Find the next consecutive C number vacant (**366**) and put on letter.
7 Make label for new binder or folder and affix.
8 Make cards for names ringed blue including alphabetical, numerical, trade, geographical or other cards required for new correspondent.
9—18 Same as in **219**.

* It is taken for granted that when a letter is handed to the filer, it has been attended to, and the carbon copy of any reply is attached to it. But the procedure in attending to correspondence may vary; letters may be filed before they are answered etc., and allowance should be made accordingly by corresponding modifications of this summary. Whatever the procedure, previous correspondence will have to be referred to in most cases.

Press Cuttings

221 *To withdraw a binder or folder.*

1 Look through all the letters for cross references of enclosures and obliterate call numbers on enclosures of binder to be withdrawn.

2 Withdraw all cards from alphabetical register for which a blue ring is found in any of the letters.

3 Withdraw all cards from Index for which a red ring is found in any of the letters.

4 On all cards withdrawn having more than one call number, obliterate the call number of the binder to be withdrawn and refile those cards.

222 *To incorporate two binders* with different call numbers the procedure is the same except that the new call number is substituted for the old one in each case and *all* cards and enclosures are refiled.

223 Press Cuttings— Filing The method of filing cuttings recommended is the same as for correspondence, so far as it is applicable. The cuttings are filed in numerical order in fixed places and the cards made from them are used to supply whatever classification of the information contained in the cuttings may be required. The cuttings are pasted on stiff cardboards or very thick paper. These cardboards are about the size of binders, either foolscap or quarto and are arranged in vertical files similarly to binders, the same guides being used to serve a similar purpose as with correspondence. The main objection to scrap books is that whenever one is given out, a very large number of cuttings is inaccessible until it is returned, which is fatal in an office where cuttings are extensively made use of. The main objection to filing cuttings in envelopes is that as the cuttings are filed according to some subject classification, they are as a rule only to be found under one subject, but as very few cuttings indeed treat only one subject, much more information is locked up or hidden than is accessible.

224 Pasting Most cuttings can be pasted on PC cards in three columns, those of greater width in two columns. The name and locality of the paper and the date of publication is written at the beginning of each cutting on the card itself, the cuttings may succeed each other in any order, care being

taken however to avoid dividing a cutting so that it appears partly on two cards. This is not always possible, for some cuttings may take up the space of several cards, but in the case of small cuttings there should be no splitting up. If both sides of a cutting must be readable it is best to buy a second copy and paste as usual. If that is impossible, a hinge is made either by the margin of the cutting, or by means of transparent paper, as in correspondence, the hinge only is then pasted down, leaving both sides of the cutting open to inspection. If a cutting consists of some ten or twenty pages of a magazine, it can of course be treated in the ordinary way, but the quicker method is to fasten the leaves into a substantial back or cover similar to folders, and treat this as a pamphlet (**249**).

Numbering

The numbering may be done in two ways. **225** First, the cuttings themselves are numbered consecutively, the numbers being written on them with blue pencil and a ring drawn round them (**234**). Second, the PC cards as a whole are numbered consecutively, the numbers being printed at the right upper corner with rubber types. For the first method the distinguishing initials PC together with the first and last numbers of the cuttings are printed at the right upper corner of the PC cards, thus: PC15–24. The access to the cuttings is direct, and in case of long cuttings, the number of the column may be added to the call number, thus: PC325.6. For the second method PC with the consecutive number of the PC card is printed at the right upper corner of each PC card, the call number for a cutting will be the number of the card together with the number of the column in which it is pasted, thus: PC35.3. The first method is to be preferred.

Indexing

The indexing of the cuttings is done on the **226** same lines as that of the correspondence. All terms for which entries are to be made are ringed with a coloured pencil as before and as many index cards are made as there are rings. It may however be convenient not to do this work as minutely as is recommended for correspondence, very likely it will be found best to confine the indexing of cuttings to certain subjects and authors to be determined by the requirements of the office.

Press Cuttings

227 Index Cards — These are treated in the same way as the index cards of the correspondence, in fact they may be filed with the correspondence cards in a central index, which will at least save a whole set of guide cards. If desirable a special colour card can be used to indicate what information is drawn from the correspondence, from press-cuttings, etc.

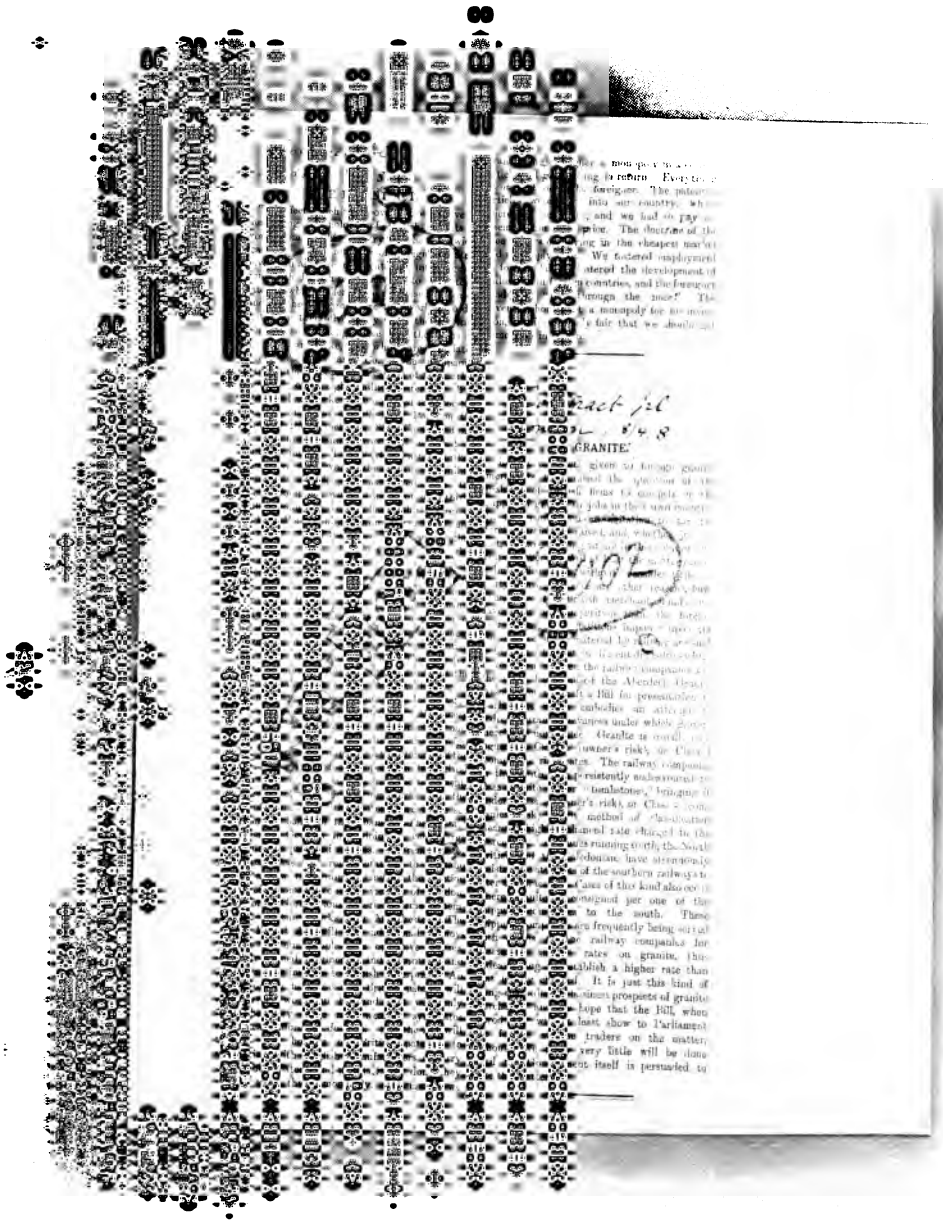
228 Register of Papers — A register arranged alphabetically by the names of papers or periodicals etc. from which cuttings are filed may be made in addition to the Index, the cards giving the main subject and date of the cuttings which appeared in a given paper (**236**). There may be a number of such cards for each paper. This register is not essential but may very often prove useful. For instance a certain article has appeared in a given paper, but of its contents only an imperfect recollection is left. It may then be traced by looking through all the cuttings in the file from that particular paper. This register may also be useful inasmuch as it indicates from which papers the largest number of cuttings is drawn and may thus give an indication as to what papers it would be most profitable to keep regularly on file.

229 Charging — The cuttings or the PC cards are charged out in the same way as the binders, the charging cabinet containing a PC division similarly arranged as the others, with its distinctive colour and distinctive initials. Cuttings missing are charged out as with correspondence.

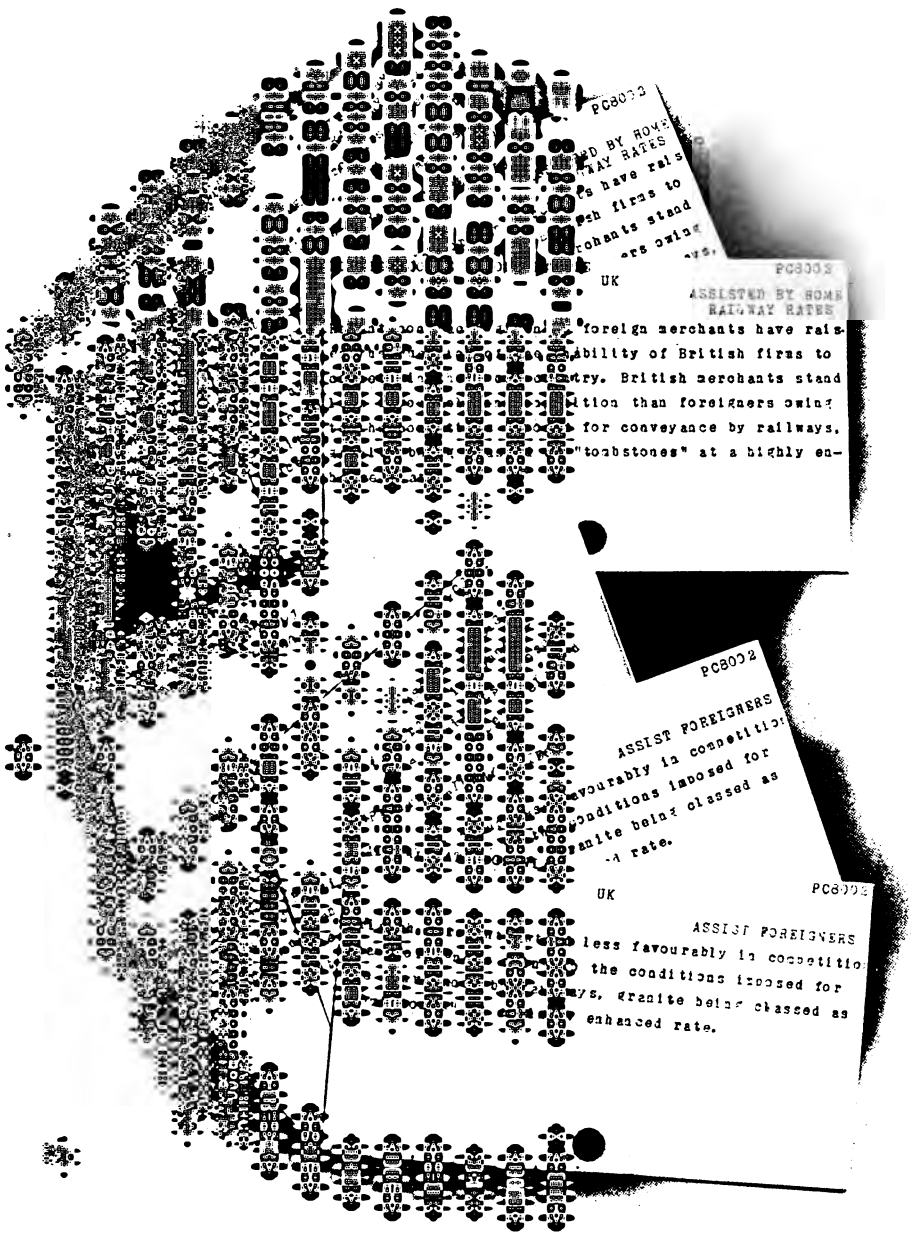
230 Cuttings as Enclosures — No difference is made for cuttings received as enclosures with letters. A stamp is printed on them, giving the call number of the covering letter, the covering letter giving likewise the call number of the cutting.

231 Obsolete Cuttings — If it is desired to withdraw or cancel any cuttings, their index card should be withdrawn first, the rings on the cuttings indicating under what terms the cards may be found. If this is applied to cuttings described in **230**, the call numbers on the letters must be cancelled. Numbers of cuttings or cards may also be packed up and stored, in this case they are charged out in the usual way.

[illegible] terms [illegible] ing, numbers on cuttings, " See " stamp etc.



GRANITE.


PC8003
UK
ASSISTED BY HOME
RAILWAY RATES
foreign merchants have rais-
bility of British firms to
try. British merchants stand
tion than foreigners owing
for conveyance by railways,
"toombstones" at a highly en-
PC8002
ASSIST FOREIGNERS
vourably in competitio
conditions imposed for
anite being classed as
rate.
UK
PC8003
ASSIST FOREIGNERS
less favourably in competitio
the conditions imposed for
ys, granite being classed as
enhanced rate.

Sets of Cuttings — If many cuttings have been received on an identical subject, only a selected few are pasted, the others may be noted in the register to papers and are then stored or destroyed if desired, in the former case they are charged out as usual, in the latter case a mark designating that the cutting is not kept in the files must be added to each entry on the cards of the paper register. 232

Summary 233

1 Look up paper register under title of paper to see if there is a cutting of the same date and compare.
2 Put number on cutting.
3 Paste cutting on PC card.
4 Write name and locality of publication with date on PC card.
5 If an enclosure note call number on covering letter and C number on cutting with date.
6 Make addition to card in paper register.
7 Index cutting and make card for each term ringed.
8 File cards.
9 File PC card.

ILLUSTRATIONS

PC card with cuttings showing terms ringed for indexing, numbers on cuttings, "See" stamp etc. These cards are filed in vertical cabinets, the printed number PC8001 appearing at the right upper corner, in the place reserved for all call numbers. 8001 has been received as an enclosure, the "*See*" *stamp* giving the call number of the covering letter. The cards for 8002 will be found in **235.** 234

Sets of index cards to PC 8002. These cards treat the subjects fairly minutely. For more elaborate indexes additional cards will be required for such terms as *Tombstones, Aberdeen Granite Association* etc. For less elaborate indexes the cards may be reduced to one or two, for *Granite* and *Railway Rates.* 235–6

Periodicals — If periodicals are kept on file, they should be numbered as explained below. The files should be kept complete, no cutting should be allowed. Periodically the files are checked in order to obtain copies of issues missing. Only periodicals kept regularly on file are included in this class, odd copies received as enclosures should be treated as such. In order to provide a line of demarcation between periodicals and books it is best to limit the class of periodical publications to those issued more than once a year. 237

Periodicals

238 Call Numbers — The class initial for periodicals is P. Periodicals are numbered in two ways, the first number indicating each periodical as a whole and the second number indicating the issue. A third number may be added indicating the page, thus P12.23–34 means the 34th page of the 23rd issue received of the periodical numbered 12. The page number is only used if periodicals are indexed or articles are quoted. The consecutive numbers for periodicals as a whole are chosen quite arbitrarily. The call number (P12.23) is written in red ink at the right upper corner of the issue.

239 Registers — Those required are: an alphabetical register giving the names of the periodicals regularly kept on file, a numerical register arranged by the numbers assigned to them, and if need be, a geographical register showing what periodicals are received from a given locality. In addition an alphabetical register giving the subjects regularly treated by each periodical is often of advantage (**248**).

240 Recording Receipt — The numerical register may be used also to record the receipt of the various issues of each periodical. For this purpose a printed card (**247**) is used, each square representing a month, the four corners of the square are used to note the numbers of the four weekly issues and the centre for the fifth, when there are five issues to the month. Monthly journals are marked in the centre only. The records of several years can thus be kept easily on one card, and a second card may be used when the first is filled up. From this register the missing issues are traced and the files completed. The numbers written in the squares are those of the issues of each periodical as they arrive, the first issue received being numbered 1.

241 Indexing — The papers are read through with a view to index such subjects as are determined upon beforehand. Each office must decide for itself what subjects ought to be indexed and how far the index ought to go into details. The indexing is done on the same plan as already explained in Correspondence. The terms to be indexed are ringed as before and as many cards are made as there are rings. The cards are filed with other index cards previously described, so that all indexed information is collected and focussed in one index. We thus find

side by side references to the C, PC, P and other files on any given subject. There is no objection to having a separate index for papers if there is a special reason. See what has been said in regard to Central Indexes para. 112.

Charging

This is done on the same method as already described, a separate division being made in the charging cabinet for periodicals. What has been said in regard to the charging out of missing copies and those stored applies also here. With the P class it should be noted that if a paper is neither in the file nor charged out, the numerical card should be consulted also in order to ascertain whether the issue in question has been received. 242

Filing

The papers are best kept on shelves in cardboard boxes, which are properly labelled, giving the title, place of publication and call number. The labels may be put on the lid side of the box, so that in taking down the boxes, the papers cannot fall out. When a second box is required, the first should be closed up, that is, the numbers of the first and last issue are added to the call number, and the number of the first issue to the call number on the second box. Bound volumes are filed with the boxes in their proper places, each volume having a label bearing the call numbers. The binding of periodicals into volumes should be attended to at regular intervals. Bulky volumes should where possible be avoided because the more issues are bound into one volume the more difficult it will become to have ready access at all times to the information they contain. 243

Summaries. 244

Papers on file.

1 Look up P number from alphabetical register.
2 Look up number of issue from numerical register.
3 Add number of issue on numerical card.
4 Put call number (P12.13) on periodical.
5 Ring terms for index cards.
6 Make cards and file.
7 File paper.

245 *New papers.*

1 Give next consecutive P number.

2 Make cards for alphabetical, numerical, geographical and other registers and file cards.

3—7 Same as in **244**.

ILLUSTRATIONS

246–8 Set of cards for P class. This is a simple illustration of treating periodicals. The card *UK* is intended for the geographical register, the card *Engineer* is the main card, filed in the alphabetical register, all subjects being noted on its back as shown on the following card. If desired the number of volumes, day of publication, publisher's name etc. may be added as is done in Library cataloguing. The cards **247** are subject cards filed in the alphabetical register. The subjects chosen are those regularly discussed in the publication in question. But the selection of these subjects must depend on individual requirements. The card **248** is the numerical and the receipt card combined and is filed in the numerical register. This set of cards may also be taken as samples for the B, T and other classes so far as applicable, but it does not take the place of index cards, separate cards being made for indexing as already explained.

249 Books and Pamphlets In every Office there is an accumulation of books and pamphlets received or bought and they must be dealt with so as to be able to refer to any of them when required. Quick reference is only possible when books are kept in a fixed place. All annual publications should be included in this class (see **237**).

250 Call Numbers * Books and pamphlets are treated on the same lines as binders, that is, each book has its class initial and its number, the books being numbered consecutively as they are received. Let the class initial for books and pamphlets be B, the call numbers will be B1, B2, B3 etc. If the London Directory is B327, then in order to distinguish the various issues, the number of the year may be added thus, $\frac{\text{B327}}{1904}$ $\frac{\text{B327}}{1905}$ etc. For monthly publications the plan for numbering papers is recommended. Thus the first issue received of the US Consular Reports may be numbered B439.1, the second B439.2 and so on. If it is doubtful whether a publication should go to the P or the B class, it is perhaps best to give the P class the benefit of the doubt. If there is a P class, it is best to make it include all periodical publications issued more than once a year. Call numbers are written or printed both inside the volume and on a special label gummed to the back of the book and in case of pamphlets in a convenient place on the front page (**35**).

* For larger collections of books it may be thought preferable to use a library classification, such as Mr. Dewey's Decimal Classification, but I doubt very much if the gain will be in proportion to the additional labour involved.

class.
246
247
248
PATENT
ENGINEER. LONDON
P34

Filing

Books and pamphlets may be filed in vertical cabinets or on shelves. The consecutive numbers are also used to indicate the position of the books on the shelves, they are arranged in consecutive order reading from left to right. By this plan the subjects of the books may be scattered, but that is no disadvantage, for they are brought together by the cards. Besides, as long as books will treat on more than one subject, it is impossible to bring all books on a given subject together without sufficient copies of each. In the card system subject classification has been transferred from the objects to be classified to the cards representing them, all that is required of the objects is that they be in a fixed place and have a number, we look to the cards for whatever else may be required. This point should be kept constantly in view and all arrangements should be made on that basis. **251**

The shelf arrangement is very simple, the books being placed in their numerical order in rows progressing from top to bottom and reading from left to right. Pamphlets and leaflets are more troublesome. The best way is to provide boxes like those already described for periodicals. In these boxes a quantity of pamphlets may be filed, and if necessary some of the consecutive numbers may be left unused in order to fill these boxes. A box may start with B251 and there may only be one pamphlet in it. The book following may then be numbered B266 or B275, the vacant numbers being used as additional pamphlets are received. The plan of numbering described in **280** may be adopted, if preferred. All vacant numbers should be charged out as usual. **252**

Registers

An alphabetical register giving the titles of the books and pamphlets is indispensable. Authors and subjects are included in this. A numerical register is not always necessary, but this will entirely depend on the requirements of each office. At the back of the title card which is called the main card, all the terms are given under which a card referring to the same book has been filed (**246**). **253**

Indexing

For some books no indexing is required, for others it is sufficient to file reference cards in an alphabetical register under the names of the various subjects which it is desired to bring out. Indexing where it is necessary is done **254**

in the same way as already explained. The terms to be indexed are ringed, a card is made for each ring. These cards may be filed separately or with the index cards made for correspondence, press cuttings etc.

255 Charging The charging out is the same as before. Binding of periodical publications should be attended to at regular intervals. The numerical cards of these may also be used to record the receipt of the various issues (**247**). For easy identification all books and pamphlets may be stamped with the name of the firm on a given page, preferably between 1 and 20 and also on the title page and the last printed page. Various copies of the same book used may be numbered consecutively above the call number, thus $\frac{1}{B329}$ $\frac{2}{B329}$ $\frac{4}{\frac{B527}{1904}}$ etc., or thus, 1B329, 2B329, $\frac{4B527}{1904}$, etc.

256 Summaries

New Books

1 Look up title in alphabetical register.
2 If no card is found, use next consecutive number for call number.
3 Write call number into Book and make label with call number for back.
4 In case of enclosures note C number on book and B number on letter.
5 Make cards for title (with all subjects at back), author, subjects and number and file.
6 Index what is required, make cards and file.

257 *Periodical publications*

1 As in **256**.
2 Add year of new issue to title card, or number of monthly issues to numerical card.
3 As in **256**.
4 As in **256**.
5 Compare back of title card with subjects to be referred to and make cards for any additional subjects and file.
6 As in **256**.

258-60 The set of cards given for the P class in **246** may also serve as samples for the B class as far as applicable.

Trade Catalogues This class includes the ordinary trade catalogues, price lists, discount lists and the usual supplements. Some firms make little use of these, others keep huge collections of them, and their treatment in each case must necessarily differ considerably. In the former case it may be quite unnecessary to do more than keep the catalogues together in one place, in the latter an elaborate register may be required of all the detailed articles mentioned in the catalogues. The following is the method best adapted for the latter. **261**

Call Numbers The numbering and labelling in this class is the same as for the B class, the distinctive initial being T. It is not recommended to adopt the plan of "one firm one number" (**84**), that is, to apply the C numbers to the T class. The T numbers should be consecutive, subdivisions for each number to distinguish issues of various years etc. being made as in the B class. Where there are many supplements, corrected lists etc. it is better to adopt the decimal numbering plan recommended for periodicals (**238**). All the catalogues etc. are then numbered consecutively in the decimals, thus if Smith & Son's number is T29, their catalogues are numbered T29.1, T29.2, T29.3 etc. as they are received. For registers of commodities or for indexing the number of the page is added, thus: T29.1–325 etc. The call numbers are written both on the label and inside the book in each case as already explained in the case of books. The labels are pasted on as in the case of books and pamphlets. For enclosures cross references are made as before. **262**

Registers According to the performances required various registers may be made. An alphabetical register of the firms whose catalogues are on file is indispensable. These cards are managed on the same lines as the title cards of the B class if a separate alphabetical register is desired. But the cards of the central register may be used for this purpose, in which case the T number is added to the call numbers already on the cards, new cards being made only for those firms not in the register. In this case the commodities may be enumerated at the back of the cards or not, whichever plan fits in best with other arrangements. A numerical register is necessary in order to be able to identify a call number quickly. The most important register is that of the commodities given in the catalogues. Each article handled **263**

by the firm in question must be brought out in the register so that when it is completed, all the cards of the firms handling a given article will come together. This register of commodities may be turned into an index to the catalogues, by adding on the cards all the information about prices and other conditions attaching to each article, provision being also made to state discounts etc. A comparison of prices will thus become very easy, but prices being subject to frequent changes the cards must be kept up to date in this respect. The register or index of commodities is managed on similar lines as the central index already explained, the method of using guides being the same in all respects. The cards may even be incorporated with the central index. In that case the T cards may have a distinctive colour so that they can be readily picked out.

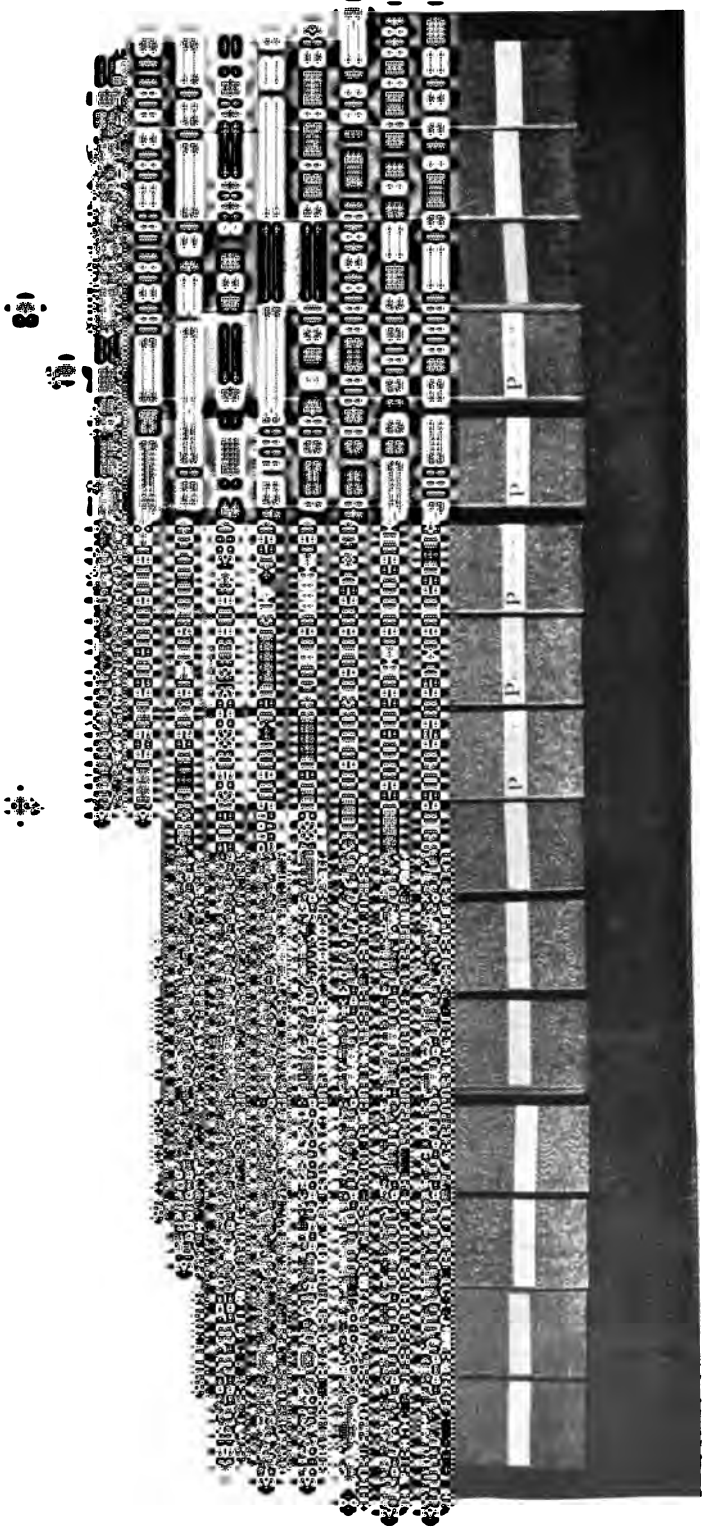
264 Filing etc. The filing of the P and B classes will also apply to the T class. Each class is of course filed separately; it is in no case advisable to bring together P24, B24 and T24, that is: file by numbers and ignore the class initials. The filing of discounts may require special attention. If it is desired to keep these confidential or separate, and if discounts are also contained in the correspondence, it is best to have a discount register, the cards being either arranged by firm names or by commodities or both. But there should be sufficient reason for adopting such laborious methods, for the discount sheets would have to be treated altogether as a different class. The charging is done as before. For large collections of catalogues it will be necessary to provide facilities similar to those explained in para. **240** for recording the receipt of the various issues, so as to be able to keep the files complete and up to date.

265 Summaries

For new publications

1 Look up title in alphabetical register.
2 If no card is found, use next consecutive number for call number.
3 Write call number into catalogue and make label with call number for back.
4 In case of enclosures note C number on book and T number on letter.

showing labels etc.



5 Make cards for firm name, (with commodities at back) commodities and number, and file.
6 Index what is required, make cards and file.

For current publications 266

1 Look up title in alphabetical Register.
2 Add year of new issue to title card, or number of periodical issues to numerical card.
3 Write call number into catalogue and make label with call number for back.
4 In case of enclosures note C number on catalogue and T number on letter.
5 Compare back of firm card with subjects to be referred to and make cards for any additional commodities and file.
6 Index what is required, make cards and file.

ILLUSTRATION

Various cardboard boxes showing labels etc. 267–8

The set of cards given for the P class in **246** also serve as samples for the T class as far as applicable. **269-70**

Samples From previous treatment of other materials it will not be difficult to devise methods for the treatment of samples. They are only exceptional because they differ widely in size and thus require different methods in filing. **271**

Call Numbers Samples are numbered and labelled as before, S may be chosen as the distinctive initial. As a rule no further divisions in the call numbers are required, except in books of samples, where the samples are numbered like the leaves of a book and this number is attached to the call number, when it is desired to quote the number of a specific sample. For enclosures cross references are made as before. **272**

Registers These are treated in the usual manner, the alphabetical may be incorporated with the central register, the S number being merely added to the cards where they exist or there may be a separate register for samples only. The numerical register is the same as before. A subject register of samples will be required, which is arranged similarly to the register of commodities for the T class. An index giving all available information may also be preferable for the S class as for the T class. Descriptions of samples may be contained in the **273**

C class, in which case the indexing is done from the C class with references on the cards to the S numbers. The charging out is the same in all respects as before.

274 Filing — The filing is done by the consecutive numbers. The sizes of samples vary considerably even after folding is resorted to where possible. Cut samples (textiles, paper etc.) are best grouped into convenient sizes, each size being filed in separate boxes as with pamphlets, whole samples can be filed loose on the same shelves as the boxes, if they cannot be enclosed in the boxes. Wherever possible the consecutive order should be preserved, in all exceptional cases the exact location must be stated on the firm card and subject card, or the charging slips might be used for this purpose.

275-77 The set of cards for the P class given in **246** may also serve as samples for the S class as far as applicable.

278 Miscellaneous — The foregoing illustrations of the application of the card system to office work have been treated fully enough to enable the reader to work out similar methods for materials not specifically mentioned. On the following subjects suggestions only are given as to what might be done, if it is desired to apply the same methods to them.

279 Patterns — These may as a rule be incorporated with samples unless there is a special reason for treating them separately, in which case they should be treated as a separate class in all respects.

280 Designs — Designs and similar materials should not be rolled up. Where a large number is handled, it is best to have a filing cabinet constructed specially. This cabinet may be so arranged that it will contain sets of large, medium and small drawers of uniform depth, so as to take 20—50 sheets, which are numbered consecutively, the drawers having facilities for either taking the whole contents out together, or for finding a required number and taking it out singly. The largest size may be numbered in the first thousand, the second size in the second thousand, the third in the third thousand and so on, and when these numbers are exhausted, the three next thousands are taken in the same way.

Maps, Charts, Plans, Photographs etc. If their number is small they may all be filed together, but for large numbers they are best separated. Rolling up is not recommended as it does not facilitate but hinders the filing. Specimens of special size would require special treatment in any case, but the exception should not be made the rule. All specimens not filed in their proper place are charged out as usual. 281

All the above (patterns to photos) may occur in periodical and other literature the indexing of which has already been explained. Indexing may be extended to embrace the illustrations accompanying the text. If for any of these materials registers or indexes are made, it is always best to make them include the same kind of illustrations from all the other classes. Thus if it is decided to have a separate index to maps, that index should include *all* maps whether they occur in the A, B, C, P, PC or any other class. The cards should also give the sizes of the materials besides other descriptive particulars. 282

Tenders and Contracts If they are received in independent form, they are best filed in binders treated similar to those for circular letters and incorporated with correspondence. If it is desired to classify them in any way, this should always be done by means of cards. The materials themselves should always remain in their fixed places. Any registers or indexes made should also include contracts and tenders from periodical and other literature, so far as this may be of service at the office. 283

Advertising etc. An alphabetical register similar to the P numerical may be made to note the successive insertions in the various papers, and to give rates and other information. The results of advertising may be tabulated on cards in a variety of ways, but it is impossible to do justice to this subject in the small compass of this volume, for the variations are almost endless, and there does not seem to be any one arrangement which could serve as a basis for others. 284

Miscellaneous

285 Telephone and Telegraph — An alphabetical card register or directory may be made of firms and officials, and individuals. This should give the number and name, the officials competent for any transaction, their hours etc. This applies to both published and private telephone numbers. Telegraphic addresses especially those not published may be treated on similar lines. The Telephone cards must of course be filed separately, the Telegraphic cards may be filed in the central register, unless they are sufficiently numerous to be treated independently.

286 Chronological Registers — Chronological registers or directories may be used for a variety of purposes in almost every office, not only as future reminders* but also as records of past events. Whether or not a central chronological register is advisable will depend on the internal organisation of each office. For large registers there should be a guide for each day of the year, or tabbed cards with the numbers 1—31 printed on the tabs may be used in conjunction with guides indicating the months of the year.

287 Office Literature — In its getting up it is well to bear in mind as far as practicable the great convenience of uniform sizes, especially in handling large quantities. Office literature should be treated as a separate class, with distinctive initial and consecutive numbers as before. The call numbers are printed in some conspicuous place, the right upper corner being best. Only reprints (without any alterations) retain the original call number, all revises or new editions however small the alterations should be given a new call number, but decimals may be used with advantage.

288 All Literature sent or given out should be charged out similarly (but permanently) to the method already explained. A file of all office literature should be kept for reference, and a card index for it, the cards giving the history of the various circulars, quantity printed, how distributed, editions etc. The amount of stock in hand may at any time be ascertained by deducting the number charged out from the number printed.

---

* Ticklers in U.S.A.

Blocks used for office literature are best treated as a separate class, with distinctive initial and consecutive numbers which are written on labels affixed to each block. When there is a large number of blocks, alphabetical and numerical registers and even an index may be required to handle them properly. The label should also give the titles. The numerical cards may be used for the purpose of noting particulars as to cost etc. **289**

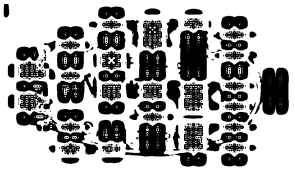
When blocks are sent to the printer, they are charged out to him in the usual way. When they are returned, the charging slips are cancelled, and where necessary the labels on the blocks are renewed. **290**

VI APPLIATION TO BUSINESS

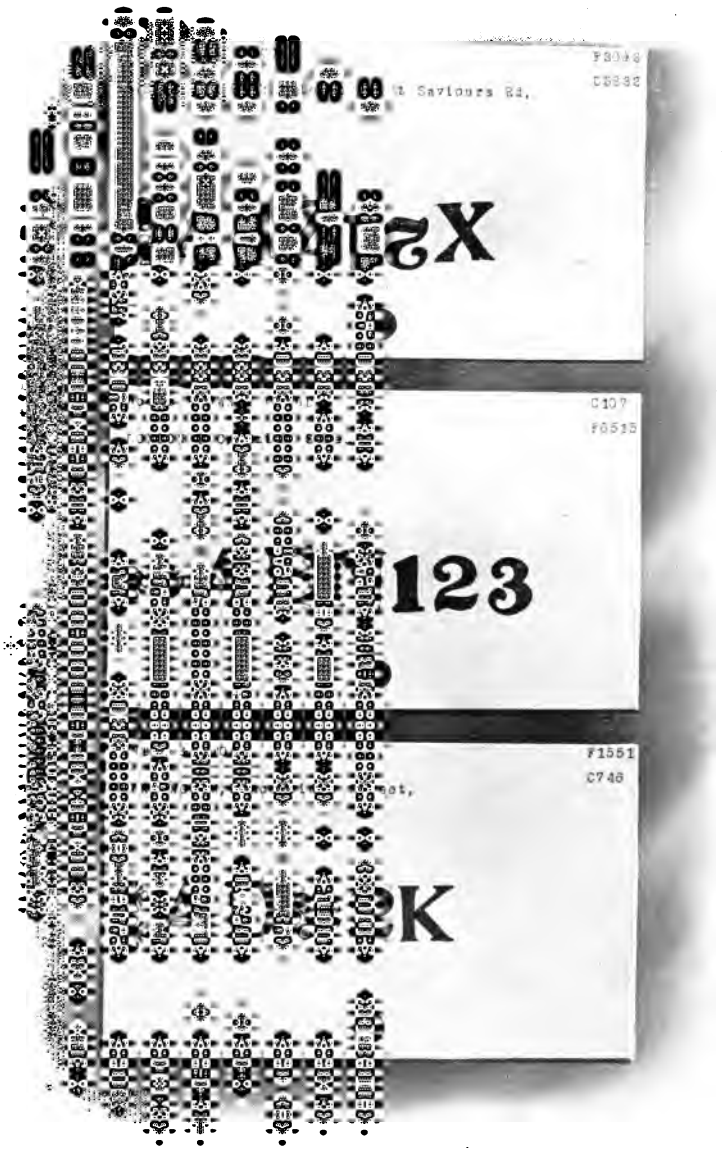
291 Circularising Many firms do a large amount of circularising, mail order business etc., and it is indeed inevitable that this branch should still further develop and assume much larger proportions yet, whether seconded by individual efforts or not. Circularising is in fact a constant factor to be reckoned with at the office, and because of its large proportions it is most essential to be systematic, for system means saving of time, labour and expense. Without system it cannot be done.

292 Compiling The Register The register should be made from the most reliable sources, even if more costly, for what is saved by using cheaper materials will be spent twice over in postage wasted. Due regard must be had to the fact that the addresses of firms are for ever changing, and for that reason it will not do to work on old material. It is as a rule not advisable to use directories, except for the purpose of checking. Advertisements in current periodical literature are the cheapest and most reliable material. It is most essential to have the names and addresses complete, for in a large register a small difference not easily observed may lead to trouble. If there is already a central register, it may be used also for circularising. **(93, 177.)**

293 Marking Cards Let us suppose that the register is completed and that the effective cards **(212)** are differentiated. For every letter or circular sent a mark is impressed on the cards of the recipients. Thus the letters A, B, C, D, F etc. may stand for communications sent out, the letter X for negative replies and the letter O for orders. When the first communication is sent, the cards are marked A. Replies received are marked X or O at the right of the A. The second communication will in due time be addressed to all A cards not marked X or O. Similarly the third and fourth. Both X and O cards are left in the register for reference, but the O cards now representing customers, are duplicated and incorporated with the customers Index **(302)**. The whole operation may be repeated for other sets of letters or circulars.



Out of focus image showing imaginary marks.



Colours

The signs A, B, C etc. as marked on the cards may be used in various colours to denote either various sets of communications, or differences within the same set. For instance some communications may have a postscript, others are sent without it, or certain enclosures are sent with some and not with others. In such cases it is best to mark the letters on the cards in batches, say all the black ones first, then all the red ones, etc. to avoid errors in marking. The key cabinet (**336**) gives exactly what each letter and colour represents. **294**

Two or more sets of marks may be used to denote various classes of circulars sent, thus capitals may denote letters, small letters may denote circulars only. The number 1, 2, 3 may be used for similar purposes. The signs on the cards should be arranged systematically, so that they may tell at a glance the stage of the correspondence with any given firm. On no account should the same sign in the same colour be used to denote two things, even after the space of years. **295**

Instead of signs the call numbers of the letters may be used, the date being added if desired. But this necessitates taking the cards from the drawers and re-filing them, whereas the signs can be printed on to the cards in the drawers. An ordinary set of "price markers" answers the purpose very well. The adoption of signs also provides for secrecy to a certain extent, if such is desired, for the signs cannot be properly interpreted without the information given in the key cabinet. With the adoption of call numbers secrecy ceases. **296**

An office file of all letters sent, with enclosures, and treated as circular letters (**193**), is kept for reference, the call number of the binder together with the date of the letters being the call number used for marking the cards if desired. If signs are used, the signs stamped on the cards are also stamped on the letters in the circular binder for the purpose of identification. **297**

ILLUSTRATIONS

Cards from alphabetical register showing imaginary marks. Some of these signs occur in different positions, thus the double star at the beginning of each card may mean *verification*, by the vertical or horizontal position of the stars we may express different means of verification, one position may mean verified through correspondence, another position verified by directories, and so on. The numerals 1 and 2 are similarly applied. The complete interpretation of each sign should be found in the key cabinet. **298**

299 Filing Replies — Strictly speaking folders should be made for all replies as in ordinary correspondence and this will be found to be the most satisfactory way in the end whatever the reply. But the number of replies may be so large that this may be thought to be too much trouble or unnecessary work. In all such cases these letters may be numbered consecutively and filed together in that order, the number of the letter being then printed against the signs on the cards which represent the originals to which the replies refer. But in all cases where there is already correspondence with a firm, the reply must of course go with the other correspondence, and the number of the binder can then be printed against the signs. If the replies are filed in a separate numerical arrangement, a distinctive initial must be added to distinguish this series of numbers from others.

300 Alphabetical Register — The size of card used requires consideration; if the circularising is very extensive it will be better to have a larger (6×4) card. With care a register can be so managed as to last at least ten years and if it is a question of a register of 100,000 cards, it is obvious that every possible device should be resorted to to make it last. It is of course quite in order to have second and third cards for each firm when the first card is used front and back, but in practice it will be found inconvenient and more cumbersome to work.

301 Other Registers — While the alphabetical register must in all cases be regarded as the centre which shows the records of communications sent and received, other registers arranged by territories or subjects may be required. But in all cases these must be regarded as subsidiary, they are used merely for reference, in no case are they marked as the central register. The various registers are worked on the same plan as already explained. Corrections are dealt with as in correspondence.

302 **Customers' Index** — An index to customers may serve many purposes; it may suffice to make an alphabetical register to the names of the firms, giving a list of goods delivered from time to time; the delivery notes may be filed and make up such an index. Customers' Indexes may be arranged by territories, trades, commodities etc. The previous register (**300**) may be so amplified as to serve both purposes. Customers' and travellers' indexes may be combined (**310**). Besides the

transactions the cards may give business information about the firms, discounts allowed etc.

The main index will be alphabetical by firm names, all informa- 303
tion should be written on these cards. Subsidiary indexes will generally take the form of registers arranged by territories, trades or commodities, bringing together the customers' under these headings. See " Business ledger " para. 310.

Competitors' Indexes, which are very useful at times, may be 304
managed on similar lines. Information concerning them included under Tenders and Contracts may be incorporated in order to obtain as complete a record as possible of their activity.

Travellers' Index The object of the travellers' index is (1) to serve 305
the travellers as a guide to their work, what has been done being duly recorded, (2) to serve as a check for the employer on the work of the travellers. There is however no clear line of demarcation between customers' and travellers' indexes, and it should in most cases suffice to have either one or the other. It is most important that travellers or canvassers should leave a clear record of the work done, giving a brief note on each interview or transaction. The cards can be managed on the same lines as a customers' index. Indicators may be attached to the cards (158) to facilitate following up at the right time. See para. 310.

Mailing Lists The object of mailing lists is (1) to have a com- 306
plete record of what printed matter has been sent, (2) to have a complete register of the firms or individuals to whom such printed matter is to be sent, (3) to offer facilities to divide the proposed recipients into classes, so that certain circulars or catalogues may be sent to an A list, a B list etc. (4) to offer facilities so that it can be ascertained at any time what has been sent to a particular firm and when it has been sent, including enclosures, covering letters etc. The mailing list may be incorporated with the central register already explained, it may be combined with the customers' or travellers' index, or it may be treated independently, the exigencies of the individual office will have to decide as to the most efficacious course to be adopted.

307 Marking Cards — With the dispatch of each set of printed matter the cards are marked similarly as stated under "Circularising," the general rules as to marking, colours, signs covering letters etc. being the same. Whatever subsidiary registers of classified firms there may be, the alphabetical firm card in the main register must be marked, and as a rule it will not be found necessary to mark the cards of the others.

308 The marks on the main cards will tell at any time what has been sent to any firm or individual, and the corresponding card in the key cabinet (**336**) will give particulars as to date etc. A set of circulars as sent with all accompaniments is kept at the office for reference, as for circularising, and must be complete in so far as information may be required of it at any time. Covering letters are treated as correspondence, whether they are individual or circular (**193**). Corrections and additions are made as before.

309 If addressing machines are used, the subsidiary sets of cards may be dispensed with, the stencils being arranged in whatever sets are required, so that the main register will give the marks and the stencils the classifications or sets.

310 **Business Ledger** — In former years the account ledger represented the main book of a business. The keeping of accounts has in course of time been thoroughly systematised, it has a long tradition to look back to. Business organisation seems to have been restricted in fact to the cash side. What competition there was does not appear to have been severe enough to call for special organisation of other descriptions. It is noteworthy that the idea of the ledger seems to have been the "fixed place" one of the axioms in the card system, and the term ledger was applied to other books kept in fixed places.

311 It is only in comparatively recent years that "costing" has been developed into a system, and is now of the utmost importance at the factory. The corresponding development of the selling side has progressed fairly well, (circularising, customers' and travellers' indexes and the endless variety of invoice systems show that "attempts" are being made) and increasing competition may be relied upon to force its crystallisation into a thorough system. The entire business organisation has however shifted its centre of gravity to the selling side, to the ways and means

which " bring in business " ; the cash side is now of comparatively second importance, accounts are passive business, selling is active business.

The immediate consequence of specialisation and modern business organisation has been expansion in every direction, in the procuring of raw materials, in their manufacture into goods, in the procuring of customers, in bringing goods to the notice of the public, in larger cash or credit operations etc. This general expansion must be compensated by corresponding concentration. The managers of an office or its departments must accomplish more, quantitatively and qualitatively, to retain control under new conditions springing from expansion; quantitatively, in the increased amount of transactions or volume of business, qualitatively in the increased accuracy in methods required to cope with larger quantities effectively. 312

This concentration of control therefore forces the question of further organisation or reorganisation, for concentration is only possible through organisation, and the only direction any further organisation can take is that of delegating work of an " executive " nature to others, retaining at last merely the bare threads of control. On the principle that the greater the expansion in business the greater the concentration of control the three main factors in business, costing, selling and cash, must finally be concentrated in one hand and one record. For the present we shall however confine ourselves to a concentrated record of the selling and cash questions both prospective and retrospective. 313

The most important part of such a record or " business ledger " will undoubtedly be that which has to do with prospective business. Transactions which have not yet taken place cannot be recorded in a strict sense, but they can be indicated, just as a prospective turnover can be calculated approximately. The object of the indicator system used for this purpose is to show as many facts as possible by means of a few indicators and to arrange the indicators in such a way that a perspective view may be taken at any time of the probable future business by means of directly visible signs. Several examples will be given to illustrate the many-sidedness of the application of this indicator system. (Scheme I—IV.) 314

Business Ledger

315 Next in importance comes the history of past business in chronological sequence including all desirable information about the firm, such as is required for travellers and the office generally. The cash side may or may not be included in the foregoing, though for the sake of completeness it should be. This summary of the past business will serve as a guide for the conduct of future business, the history being continually kept up to date from successive transactions closed and current information.

316 The business ledger will require however very delicate handling; the concentration of information must be followed up by concentration in accuracy. Mathematical exactness is indispensable in its working, mistakes cannot always be corrected except at the cost of more or less serious trouble, and verification or checking to prevent errors would seriously impair the proper working of the entire scheme, even if it could be carried out effectively.

317 Cards The size of cards used should not be smaller than 6 × 4 but may be as large as $9\frac{1}{2}$ × $13\frac{1}{2}$. If too large for its purpose much waste will result because of the number of non-effective cards, which are unavoidable. The cards are arranged by firm names after the style of a central alphabetical register. All effective cards should be white, non-effective cards may be coloured if so desired, or they may be marked. The cards are printed in tabular form, as will be seen from the samples given. The use of tabbed cards is not recommended because it would be impossible to make use of flags. Tabbed cards and flags in fact mutually exclude each other. Flags are however much more serviceable for indicator purposes than tabbed cards. The use of guides will have to be restricted to a first position, or failing that lateral guides only should be used, as it is essential to have the whole or nearly the whole upper edge of each card free for indicator purposes.

318 Flags Flags are used as indicators. They may be made to indicate in several ways:

1 by their position on the card.
2 by their colour.
3 by any printing on their face.
4 by their shape.

The positions of flags on the cards are indicated by signs printed at the upper edge of the cards. Ten colours at the most can be used effectively, viz.: white, black, 2 red, 2 blue, green, yellow, violet, brown. The printing on the face of the flags may either consist of consecutive numbers, letters of the alphabet, names of months, goods etc. as will be seen hereafter. Two or more flags may be used on the same card for an elaborate indicator scheme. For this a large number of flags may be required but their cost would never be high proportionately.

What to indicate — For following up business it is generally required to indicate three things. **319**

1 the time at which the following up is to be done.
2 the area in which the firm lies, or the traveller in whose district it is.
3 the goods or class of goods taken by each firm.

Each office must decide which of these three is the most important from its point of view and arrange its indicators accordingly. These three points must be made to fall in with the indicator-means so that the most important item is given the most prominent indicator position.

Scheme I — For a business dealing in one class of goods, employing 10 travellers, a time arrangement being essential. **320**

There being one class of goods, no indicators are required for this. Let the 10 travellers or 10 areas be represented by the colours of the flags. Let the numbers 1—12 be printed on the cards to represent the months of the year, the flags may now be placed in position. Firms in area 1 will all have white flags, in area 2 black flags etc. The flags are placed on the cards so as to cover the number of the month in which it is proposed to call on the firm. When a call has been made, the result is noted on the card and the flag is transferred to the number of the month when the next call is to be made. The flags will form parallel rows on the cards, from their position it is at once seen how many calls are due in a certain month, from their colours, how much work each traveller has in hand and what firms are in his area.

321 The time indicator may be varied. If months are too long a time, the numbers 1—24 may be used in the same way for half-months. If weeks are preferred the numbers 1—13 may be printed on the cards to indicate the weeks in the three months Jan.-March, April–June, July–Sept., Oct.–Dec., so that No. 1 will represent successively the first week in January, April, July and October. The quantity of indicator numbers will depend on the length of the card and the width of the flags. For longer series of numbers larger cards are necessary.

ILLUSTRATION

322 Card for small business ledger. The space at the top of the Card to the left of January is left blank so as to allow first guides to be used. The spaces allotted to the months at the top of the card are sufficiently wide to indicate by the flags the first or second half of each month.

323 Scheme II — For a business dealing in 7 classes of goods employing 50 travellers, with time arrangement as in Scheme I, differentiation of the classes of goods being essential.

Let the 10 colours of the flags represent the classes of goods, the first three colours being apportioned to groups of classes, thus white meaning "all classes," black certain groups and red certain other groups, the remaining 7 colours representing the individual classes only; Let the flags all be numbered from 1—50, each number representing a traveller or area, the cards being printed as in Scheme I. When the flags are in position, the parallel rows indicate the time of the next call, the colours show the movement of the goods and the numbers on the flags their distribution among the areas, besides indicating the travellers.

324 As an alternative let the numbers 1—50 be printed on the cards to represent the areas or travellers, the colours will indicate the classes of goods as before, let the numbers 1—13 be printed on the flags to indicate the 13 weeks in each three months. When the flags are in position their parallel rows will show the distribution of the classes of goods, the colours their movement, and the numbers on the flags in which week of each group of three months the next call is to be made.

325 Scheme III — To indicate an unlimited number of anything. Let the numbers 1—50 be printed on the cards representing groups of things. Let similar numbers be printed

January	February	March	April	May	June	July	August	September	October	November	December

Name .....
Address .....
.....
Trade .....

Buyers .....
.....
.....

Credit limit .....
Business rating .....
Cash rating .....
Discounts .....

Date	Letters sent	Letters received	Date	Letters sent	Letters received

322. Card for small business ledger.
(Actual size 5 by 8.)

on the flags. Thus a flag numbered 39 positioned on the 45th number of the card will indicate the 39th article of the 45th group. If the flags are numbered 1—50, it will be possible to indicate $50 \times 50 = 2500$ things, if 1—100, $50 \times 100 = 5000$ things, and so on indefinitely. This may be applied to areas or travellers, goods etc.

Areas and goods in unlimited number may be indicated simul- **326** taneously by working the areas on the left half of the card and the goods on the right half, each card having then two flags, one for areas and one for goods. In addition the colours and shapes of the flags may be used for further indications.

Scheme IV The following is an example of a Business Ledger **327** in an advanced stage of development. The information it gives and the work it does may be tabulated as follows:

Work done by	Phase of business	Specific work or information
Flags	Prospective Business	A circularising — What has been done and with what result, B canvassing — Area in which the firm lies, when next call is to be made and by whom (C reserved for operator) D goods — Class or classes bought by each customer, E cash — Whether anything outstanding, when next step is due and what it is,
Cards	Particulars of Firm	name addresses officials, buyers and their time financial rating (capital, turnover, credit etc.) business rating cash rating discounts etc. allowed call numbers and references
	Past Business	Summarising: correspondence accounts deliveries circularising customers' index travellers' notes mailing lists etc.

Business Ledger

328 Let us take cards of quarto or foolscap vertical size. Five sets of spaces are indicated at the upper edge of each card, corresponding to the division A to E under "Flags" in para. **327,** the numerical space value of the sections being: A=3, B=24, C=3, D=24 and E=3. The 3 spaces in A are used to denote the stage of circularising, the flags mounted on these spaces indicating the last letter or circular sent, or both. The 24 spaces in B are used to denote the half-month of the year, the flags mounted on these spaces indicating by their position when the next call is due and by their colour the traveller who has the firm in hand and also the area of the firm. The 3 spaces in C are reserved for the operator of the business ledger to indicate routine work, or work which cannot be attended to at the moment for want of time or information. The 24 spaces in D denote the customers' stage, the flags indicating what goods are supplied to a given firm. The 3 spaces in E denote the cash stage, the flags indicating that money is owing, must be pressed for etc. A and D are not flagged simultaneously, either a firm is in the A or the D stage (except when new lines of goods are brought out). B, C, D, E may all be flagged simultaneously.

329 The body of the cards is divided into three sections, excluding the indicator spaces given in para. **328.** The upper section gives the "particulars of firms" as stated in para. **327.** The remainder of the card is devoted to the statement of "Past business" (**327**), the left portion giving a chronological summary of the successive transactions *without any omissions*, the right portion giving a bare statement from the account ledger, and in the centre being one or two columns reserved for notes on the history of the firm with which we are dealing.

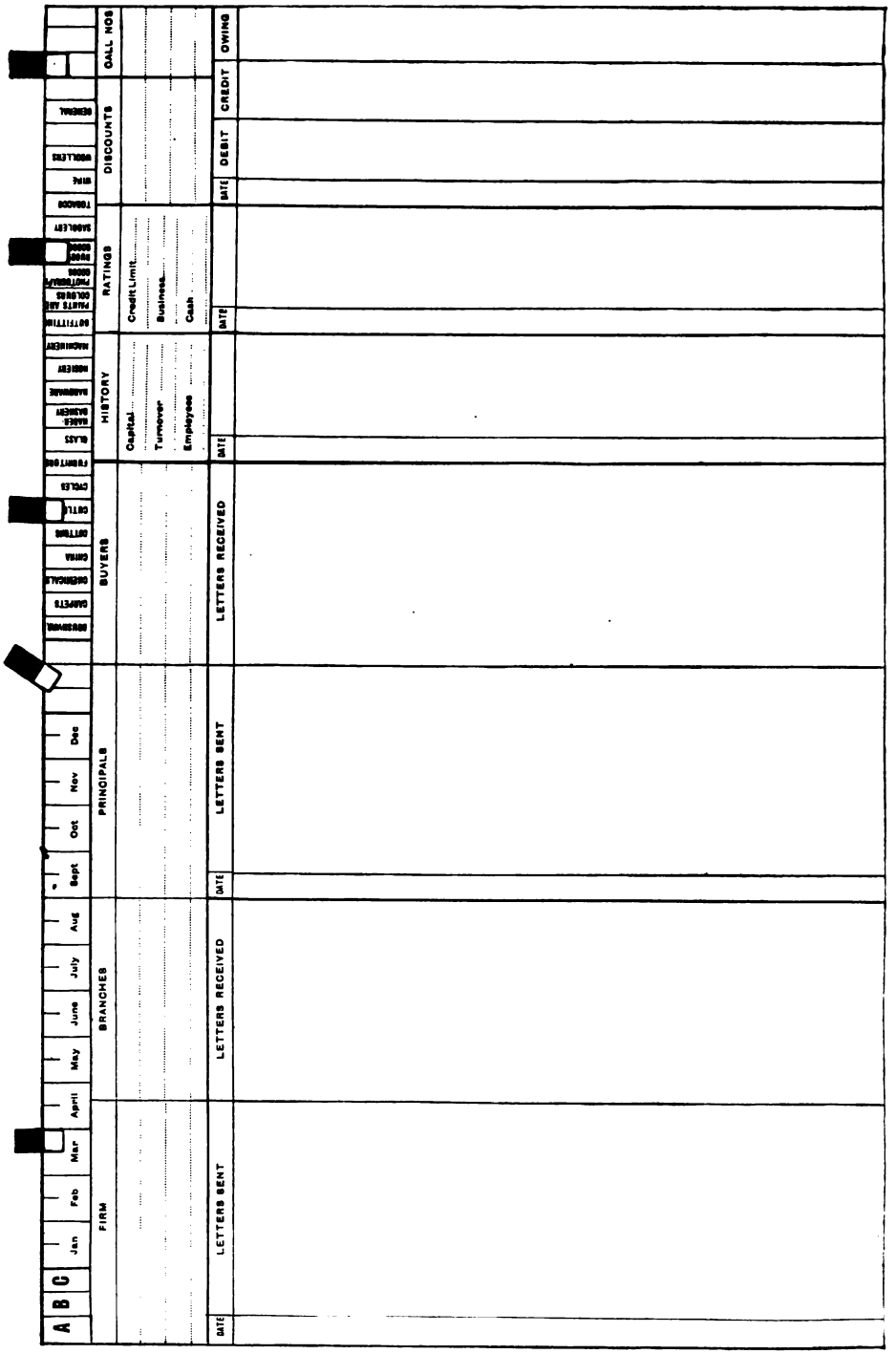
ILLUSTRATION

330-2 Card for large business ledger showing indicators etc. The indicators at the top of the card are described in 328, the first flag on the left indicates when the next call is due, the second flag represents the operator's sign that this card requires attention before the day is out, the third and fourth flags indicate the goods taken, the fifth flag shows that money is due. To distinguish the flags of the sections, they may be varied in shape. Colours, etc., may also be applied for a variety of purposes. (See 318 et seq.)

In the body of the card there are four continuous records: correspondence, where each communication to and fro is noted; the history and ratings of the firm, which are kept up from travellers' reports etc.; the balance of accounts, where moneys received are entered before they go to the accountant.

330. Card for large business ledger.

(Actual size 9⅛ by 14½.)



The Business Ledger at work

From the foregoing examples a great variety of applications on the same principles may be worked out. Here again the individual office must be the best judge as to what arrangements will satisfy individual requirements. The work connected with the business ledger can only safely be done by one person. The office hours would have to be divided into sections, so that the daily mail, the travellers' work etc. can be properly recorded in turn. The business ledger should be located in or near the manager's office, for it is the manager who will make most use of it. **333**

When the mail is opened in the morning the necessary records are at once made by the operator in the business ledger before any letters or instructions are passed on. Instructions how to deal with letters can now be based on a complete knowledge of the facts of the case as shown by the ledger cards. This does not only cover the daily mail but any other transactions whether communicated from the customers direct or by travellers, whether by telephone or otherwise. **334**

The indicator system of the ledger gives a perspective view of the probable entire future business; it shows the movement of goods, which will in its turn react on the arrangements at the factory; it shows the distribution of goods, which may react on the distribution of travellers, the working up of areas etc.; it shows the success or failure of circularising etc. and will thus confirm or condemn the methods adopted; it shows these various stages singly, but also side by side, and must thus inevitably contribute to a more intelligent and a more successful following up. **335**

VII THE KEY CABINET

336 The function of the key cabinet is to gather up the threads of all the material and card files, in it are focussed the individual arrangements of each file and its relative position and co-ordination with others. The key cabinet, as its name implies, is the head of the entire system, through it the files are managed and kept in order. If the key cabinet cannot answer a given question, it must remain unanswered. On the other hand many questions which the files can only indicate, are answered by the key cabinet alone. Principals have it in their power therefore to restrict access to their business secrets to those of their own choice.

337 Contents Whatever instructions are given as to the arrangement and management of the files of materials and cards should be noted in the key cabinet so that in case of doubt or difference the original instructions are available for comparison. Thus the vexed question of alphabeting names with titles, the writing and arrangement of the cards generally, the persons allowed access to the files, and a variety of other subjects determined from time to time are noted. For each file a separate division is made in the key cabinet, giving particulars as to colours used, initials, other marks, all instructions given from time to time, relation to other files etc. The marks used are arranged in alphabetical order in a separate division, each card will deal with one mark only and give all particulars as to date and other circumstances connected with it to allow of a complete interpretation even after the lapse of long intervals. The marks should correspond exactly with those used on the cards both in design and colour. Flags are similarly dealt with. There may also be sections for private information about firms or individuals, customers or others. It is possible to map out by means of cards a whole plan of action or a general policy to be adopted on a particular question in advance of its execution, which may then be directed from the key cabinet. Notes may be kept of work to be done when there is less daily pressure, either in connection with the files or in other directions.

[redacted] interior arrangement.

Management — The management of the cards and guides is the same as before with adequate modifications to meet the new requirements. Where possible they should correspond with the actual file, if only for quick identification. Cards should be inserted in the key cabinet before the instructions are actually given or carried out. It will not do to postpone this until the work is done, for there may be interruptions etc. **338**

Control and Access — The key cabinet is best managed by one person only, who will also be responsible for the allotting of the marks and flags and for the carrying out of instructions generally. The cabinet should be kept locked, access being restricted to certain persons. A four drawer cabinet is as a rule ample for the purposes of the key cabinet. **339**

ILLUSTRATION

Key Cabinet showing interior arrangement. The first guides of the open drawer give the particulars of the various materials, *correspondence, evidence, forms, pamphlets, press cuttings, TC publications* etc. Each division contains particulars as to the arrangement and management adopted. **340–1**

VIII APPENDIX

342 The Day's Mail A large business will have a good-size daily mail, not only in letters but also in printed matter of all kinds. These materials will be absorbed into the files in due course, and this should be done as far as possible on the same day, so as to be ready for the next day. In no case should materials be accessible to the office until the recording and indexing has had attention. In a large business in order to bring to the knowledge of everybody that a certain thing has been received, it would be inevitable to hand it round from one to the other, and when it has completed its lengthy round, it would be filed. This is unmethodical, for while one is in possession of a book, some one else might be hunting for the very information contained in it, not knowing that it is in the office.

343 It is therefore best to prepare a *Daily List* of new arrivals, giving the most necessary details so far as the exigencies of each particular business would require it, and hand a copy of this list to principals and others. Each item on this list should give the call number. The list may also be numbered consecutively by items, so that they may be called for by these numbers. It should be ready and distributed at the very latest by noon each day and by that time the materials mentioned on it should be ready to be called for.

344 Another plan is to have a small table in a fixed position specially known for that purpose as the *Mail Table*, where all the new arrivals (and periodical literature) are displayed every morning until noon, so that at any rate the chiefs in departments have an opportunity of inspecting them, the work of absorbing them into the files going on all the time. This table may be used in addition to the plan mentioned above, or as an alternative. Whatever method is adopted, the object is to bring to the immediate knowledge of the officials whatever new materials there are in the possession of the firm. It has also an educational effect in as much as it keeps officials up to the mark in the way of informing themselves as to what is going on in their branches and makes them look forward to the list of daily additions, which should be regarded as the *Daily Paper* of the office.

The Daily Record

The daily record may be managed on similar lines to the daily list, with this difference that it specifies the items of information new each morning instead of listing the literature only. It is an advance sheet giving the most interesting items of the cards which pass into the index each day. Let us suppose that there are 80 to 100 index cards containing new information written each day, if they are filed without bringing them to the notice of the proper officials, they may remain in ignorance of the information until they have occasion to look through the index for it. It is therefore advisable not only to index what information there is contained in literature etc. which it has been decided to index, but to bring this daily stock of information to the notice of the proper persons to take cognisance of it and to turn it to account. **345**

This may be done in two ways, either by submitting all the cards to the various officials in turn, or by giving them a list of the most noteworthy items each day. The first way has the advantage of completeness, but has many drawbacks, i.e. it may take too long before the cards get into the file, so that in the meantime the information will be missed by those consulting the file, besides, a check would have to be kept that all the cards are returned, and passing them from one to the other would require the almost constant attention of some one, not to speak of the interruptions it would cause to officials who are usually the busiest. The second way overcomes these difficulties except that it cannot claim completeness. This difficulty can however be satisfactorily solved in most cases, for it is an easy matter for officials to give instructions that such and such information is to be brought to their notice at all times. **346**

Officials have as a rule not time enough at their disposal to read all the literature coming in, but they nevertheless should be up to date in what appears in print, hence the duty of keeping them informed should devolve on those handling the literature, and they in their turn must make it their business to give adequate and sufficient information to the officials on all subjects required so far as information is available. **347**

The daily list of new arrivals as explained in para. **343** may be incorporated with the daily record and its character will become more and more that of a *Daily Paper* which is circulated within **348**

the firm and for its benefit alone. Opposite is a reproduction of such a Daily Record from a London firm.

ILLUSTRATION

349-50 Reproduction of a Daily Record. The actual size is ordinary foolscap. The forms are printed, the date of issue and the contents are mimeographed in the usual way. The contents is arranged in alphabetical order by principal subjects. Each item has a separate number without initial in the margin, and its proper call number at the end of the quotation. The marginal numbers may be quoted : DR391 etc.

EFFECTIVE WORKING OF A SYSTEM. *

351 Our system is in working order, the plans have been carefully laid, the various component parts have been co-ordinated, the office materials have been treated and are in their proper places in the files, the registers, indexes and whatever other requirements there be, have had attention. The question now is : will the system run effectively, or better : how can we make it run effectively ? If we are sanguine enough to imagine that the system will run itself with perhaps occasional touches of supervision, in other words, if we think that our labours are ended with the devising of the system, we may before long have to realise the fact that our system is gone, and all our belated efforts concentrated on its rehabilitation will accomplish nothing to save it from destruction.

352 You may provide the **men behind the guns** with ideal weapons, materials and conditions, but will they shoot straight ? If you cannot get them to shoot straight, what is the use of the guns ? Not only is there no result, but in all probability the guns will be smashed into the bargain. To the entire absence of effectiveness you will thus have to add chapters of accidents. How do you get the gunners to shoot straight ? You teach them, in other words : you create expert labour. This done, are you sure that the shooting will be effective ? Not at all. No doubt you will get a larger percentage of hits, but if you wish to reach the maximum percentage, it you wish that a standard of efficiency once reached shall be uniformly maintained, YOU MUST SEE THAT IT IS DONE !

* These remarks apply of course to *systems generally*, and to the card system particularly.

349. Reproduction of a Daily Record.

Daily Record

(for Private Circulation only)

No. of Issue **48** LONDON 23 Dec 1903.

No. of Item (Quote this No. only)

391 AIR BRAKES
Ill.descrip.Christensen & Hewitt&Rhodes air brakes.Elec.Times,24XII3(P33-34-925)

392 AUTOMATIC LIQUID SWITCH
Descrip.SandycroftFoundryCo's switch for periodically starting & stopping motors for pumping machinery,etc.Elec.Rev.London(P30-35-1028)

393 COMMERCIAL TRAVELLER IN DISGUISE
A manufacturing firm engages novelist & journalist to reconnoitre markets of the world for trade information which is to be absolute property of employers.(S1-106)

394 DYNELECTRON
Invention by JMReid for getting electricity direct from any fuel,reducing cost to one sixth.Brooklyn Eagle(S1-103) & NY Commercial(S1-104)

395 ELECTRIC INDUSTRY, UK
Digest of agreement between Nat.Elec.Contractors' & Nat.Elec.Mfg.Assocs.Elec.Rev.London(P30-35-1025)

396 ELECTRIC TRACTION
Short ill.descrip.Danbourne&Redrith elec.trolley twy for carrying ore,Milnes locos,BTH elec. equip.Elec.Rev.London,25XII3(P30-25-1035)

397 World's Progress of Steam & Electric Traction, DNDunlop,Ry.Mag,I4(P102-9-72)

398 ELECTRIC SWITCHES
MCWoodfin on switch construction,with diags & tables,details of DP single knife switch.Elec.Rev. London.25XII3(P30-35-1045)

399 GAS ENGINES
Detailed descrip.of the Lackawanna Steel Co's plant,Körting gas engines driving GE & Sprague generators.(W)motors.Power,XII3(P94-8-663)

400 LIBRARY ADDITIONS
Daily Mail Year Book 1904,412pp.

401 Whitaker's Almanack 1904,792pp.

402 Directory of Contractors & Public Works Annual, 1903-4.WBiggar,495pp.

403 MOTOR-DRIVEN AIR COMPRESSORS
Descrip.Lacy-Hulbert "Boreas"Compressor.Clearance reduced to minimum by concentric valves.Elec. Times,24XII3(P33-34-946)

404 RAILWAY SIGNALS
On the Chicago,Burl.& Qcy.RR tests are being made with RPPeters' Ry Signals which promise to revolutionize present methods.Galesburg Mail(S1-102)

405 SIEMENS-SCHUCKERT
Compagnie Belge d'Electricite formed at Brussels. Capital £20000.(P30-35-1029)

406 STEAM TURBINES
General principles of turbine engine & its predecessor,the Parsons,DeLaval & Curtis engines, 20 years of progress and the present stage of development by HCromie & FFRebbeck.Wld'sWork(S1-105)

Published by [redacted] Dept. London

All this applies with equal force to an office system, but as the consequences of failure here are less drastic than with gunnery, we are apt to treat them too lightly. Nobody in his senses would dream of entrusting a gun to an untrained man, but at the office this is a common occurrence. To run a system effectively it is therefore of paramount importance to have **expert labour** for the work required, and to **see that the work is done.** 353

System an Ideal

A system should be regarded as an ideal, fixed and immutable; it should be a pleasure to work up to such an ideal, to have it constantly before us as something we are trying to reach, conscious of the fact that we must bring all our ingenuity into play to effect a constantly closer approximation to it, but also conscious of the fact that we must content ourselves with the degree of approximation, for the ideal itself can never be reached. We need not be discouraged however on this account, we shall find ample reward in effective work. If too much stress cannot therefore be laid on the dictum : **see that it is done,** we must nevertheless be careful not to forget that we have to deal with an approximation, and that this approximation is determined by our own limitations. 354

Master and Servant

To run a system effectively, we must be prepared to uphold it ourselves, we must give the example in effective work, we must be the first to submit to it although we supply the directing energy to run it. If we think ourselves above our own system, then it has already ceased to exist. We must bear in mind therefore that any rules we may make, any instructions we may give, any supervision we may effect, apply to ourselves equally with others. We may be the masters of the system, we are also its servants, but for all that we need not be slaves to it. 355

Consistency.

System without consistency is an impossibility. But let us realise what a difficult matter it is to be consistent. We are surrounded by changes and inconsistencies everywhere. Language above all, which we must needs constantly use, is not a perfect instrument for giving expression to consistency. We may have our rules all nicely worded and filed in the key cabinet, but if we have not taken the greatest pains in constructing them, if we have not subjected each one to the most searching criticism before they are applied, we shall find sooner or later that in one 356

we have forbidden what we wish to enforce in another in however small a degree it may be ; or very probably we shall find that cases or conditions arise, when our rules are inapplicable, our wording is faulty or our meaning ambiguous.

357 It is this great difficulty involved in consistency which is responsible for the fact that however much we may try or desire to do otherwise, the best man to run a system effectively is he who has devised it,* for however careful and painstaking we may be in trying to reproduce his system accurately on paper, these reproductions are merely abstracts of the original ; reproduction can never be absolutely complete. We may reproduce a system on paper in clearly marked outlines, we may add within the general configuration all the interwoven details, all of which may be concise and manageable, but beyond the confines of the system there are blank margins in all directions, which cannot be filled in until such cases arise as will compel us to extend the ramifications of our system into these margins. It is not possible to express these ramifications beforehand on paper, but they no doubt have been allowed for in the mind of the originator of the system, even supposing that he is not always conscious of it. It is precisely these undefined margins which in most cases put consistency on its trial ; hence consistency, already a difficult factor in cases where the deviser deals with his own system, is doubly so in other cases, for the unexpressed ramifications which remain in suspense until called into being by unforeseen circumstances can only be depicted consistently with the rest of the system in the mind of the originator, who will have to be consulted in each case for the purpose.

358 It is the difficulty arising from consistency also which makes it prudent to give expression to all rules and instructions even if only intended for our own use.

359 Control and Supervision

That the control of a system should be in one hand—and absolutely so—is but a necessary corollary of the necessity of consistency, or in other words : the more controlling minds, the less consistency.

* In most cases it will require two experts to work out a system, one to look after the interests of the technical side of the business and the other to look after the interests of the technical side of system per se, both business expert and system expert should agree, but each should have the last say in his own sphere.

The measure of control is also the measure of responsibility. Responsibility without control is a hopeless proposition.

Supervision is to a certain point the barometer of efficiency, at any rate so far as the defined part of a system is concerned; but it is useful not to overlook the fact that supervision extends also to the undefined ramifications of a system, and the supervisor must therefore be prepared to carry the system a step further whenever occasion arises. There is therefore an opportunity to bring individuality into play. If we are not prepared to assert our individuality within and without the limits set by the system, we may depend upon it that our collaborators or subordinates will assert theirs, consciously or unconsciously, and we shall find in the end that our system has been distorted in all directions, without necessarily transgressing our rules, although the latter will be but a matter of time. At the beginning of a system especially it is therefore necessary to supervise sufficiently so as to keep the individuality (expressed in their work) of our workers within bounds. For instance, all cards * should be inspected before they go to the files, and although this may be relaxed after a time, it is prudent never to drop it altogether. **360**

Don't supervise too much, for you will reduce your staff to mere automatons whose only interest is to watch the clock for the hour of closing; don't supervise too little, otherwise your staff will soon become prolific in the production and application of all manner of improvements, which must eventually prove fatal; supervise enough to assure adequate continuity and consistency in the system, and to leave your staff sufficient of their individuality to make their work interesting to them. You are doing police duty, keep the policeman in the background as far as you can. **361**

Rules and Instructions

Don't overburden your system with rules; each additional rule means extra labour for you and limits your action. Each additional rule will make it more difficult to be consistent. Make your rules few and simple, but see that they are carried out. Formulate your rules in such a way that no circumstances can arise where they will have to be modified. Don't treat details as negligible quantities; some details may be more important than others, but if important enough **362**

* Consistency in the writing of cards is a most important item.

to be brought under rules, they should be treated as rigorously as other questions. But nothing is unimportant in a system. Be sure that your rules are understood and that you yourself understand them. Test them and their interpretation by actual demonstration.

363 Distribution of Work. Wherever the work involves operations of some risk, or where consistency is an absolute factor, it is best to have each operation done by the same one person always. If two do the same work, there will be slight variations, however much we may try to obviate it. A slight variation in one direction, if consistently adhered to, may not do much harm, but two variations in opposite directions in the same work must sooner or later cause mischief (without necessarily casting any blame on the operators). Almost every employee has some strong point; some will show more aptitude for checking, others for filing, tracing, alphabeting etc. To find out these points of excellence and to turn them to account will be to the advantage of both employer and employed.

364 Improvements We should always be ready to consider improvements and to encourage our staff to contribute their share. However much we may be masters of our own systems, in their own particular sphere they are (or should be) more expert than we are. Even an office boy may have a good idea occasionally. Besides, recognition acts as an incentive to work, and to work well; it adds interest even to humdrum work. It is prudent to mature well before improvements are adopted. Improvements rashly introduced may give cause for regret when it is too late to turn back.

365 Failure Failure is bad in several ways. It not only shows that either the system or the distribution of work is at fault, it also disorganises the office and the business, and above all, it destroys our self-confidence and that of our helpers. Failure seldom comes alone; once failure has set in, it is difficult to say where it will end. Failure in one branch of work will exercise a detrimental influence on other branches. At best it will take some time before the general feeling of insecurity it creates will have given way to confidence again. The first failure may prove fatal to the entire system. See to it that it cannot get a start.

IX TERMINOLOGY

Books and Pamphlets (**237, 249**). **366**

Call number, any simple or complex number with a letter or letters affixed, by which any materials in the office may be *called for* or quoted. The letters denote the class, the numbers the place in the file of each class (**81, 170, 200** etc.).

Card system (**59**).

Central Registers or Indexes, those which contain more than one (**95, 112, 177, 292, 310**).

Class Initials (**10**).

(To) Close up, when a binder, a box or a drawer is full, marking the contents (especially first and last number) on it (**203, 243**).

Complement of Cards (**99**). A complete set.

Continuation guides, which are inserted at the beginning of a drawer but after their proper place (**125**) and have nought in the unit.

Concretes, (as opposed to processes), in indexing, any saleable commodity, goods, etc. but also including persons whose labour is a saleable commodity.

Exclusive, of call numbers, class initials, colours, etc. The C class contains letters (=fixity); the C class must contain **all** letters, it is the class which exclusively deals with letters, there can be no other class also dealing with letters (=exclusiveness). Every call number embodies the idea of fixity in that it refers to a fixed original; every call number is also exclusive in that it can refer but to one original; a call number can never have **two** meanings. The same holds good for every phase of the card system wherever the idea of fixity is applied, and it is most necessary for effective work (**11, 64**).

Terminology

Effective and non-effective Cards, **(212)**.

File **(10, 77)**.

Filing on the rod, putting cards into their proper places without drawing the rod, which is only done after the correctness of the filing has been checked.

Filing roughly (as opposed to filing strictly) filing in general sections or divisions, for instance under each letter of the alphabet without attempting any arrangement under each letter.

First position, of guides, for arrangement by letters the extreme left guide, for arrangement by numbers the extreme right guide.

First term, the term under which a card is filed. It should be written in capitals.

Fixity, the fixed place is an axiom with every system, especially with the card system. Thus we have a fixed place for the materials in the files, for the cards, for the call numbers, for the initials, for the guides etc. Fixity is further expressed in the application of colours, marks on cards, signs, order of files, numbering of drawers etc. Fixity is always taken in the sense of exclusiveness (see under Exclusive). The two opposite terms fixity and mobility are applied to materials and cards, the materials remaining in fixed places, the cards supplying an endless variety of classifications of the same materials.

Flags or signals, moveable tabs as opposed to fixed tabs of guides and other tabbed cards. To the advantage of mobility must be added that of colour and other distinctions **(158, 316** et seq.).

Geographical, with registers and indexes etc. The term geographical should only be applied to those dealing with **more** than one country.

Guides, cards used to mark subdivisions and to give the names of the subdivisions on the tab. The tabs occupying various positions the guides are named after them, 1st position guide

etc. But this is insufficient, because the tab of 1st position guides may be of the size of three or five position guides, and it is therefore desirable to indicate by the name of the guides, both the size and position of the tabs. It would be quite feasible to express these two quantities as a common fraction, thus for 1 position guides the name would be 1/1 guide (**one one** guide), for 2 position guides, 1/2 and 2/2; for 3 position guides, 1/3, 2/3, and 3/3; for 5 position guides, 1/5, 2/5 etc. guide; the denominator indicating the fractional length of the tab and the numerator its position. Thus in **119** the guides **Iron, Ironstone** and **Italy** should be called 1/5 (**one five**) guides, those for **Bar, Ore, Jute,** 2/5 guides; those for **Germany, UK, USA** etc. 3/5 guides; those for **Coatbridge** etc. 4/5 guides; those for **Dumping, Export, Import** etc. 5/5 guides. With guides the position of the tab is always fixed, movable tabs are provided by indicators or flags.

Individual divisions, the next step in further dividing the broad classes: thus the individual division of class C is binders, the individual division of class P is individual periodicals, etc.

The subdivisions of individual divisions are the specific articles, thus in the case of binders they are letters, in the case of periodicals they are issues of the same periodical (**81**).

Indexes, a set of cards arranged in any order, each card giving all available information (other than names and addresses) on the heading under which it is filed (**77**).

Indicators, see guides, tabbed cards, flags.

Letters, a statement over a signature (**214**).

Materials, Office Materials, a collective term for correspondence, samples and other materials connected with office work (**7**).

Mobility, of cards, see fixity; of tabs, see flags.

Periodicals (**237, 249**).

Ratings, of firms, from various points of view; financial rating, their capacity to pay; business rating, their business conduct; cash rating, their financial conduct (**327, 330**).

Terminology

Registers, a set of cards arranged in any order, the information on each card being limited to the names or terms under which it is filed, together with the addresses and call numbers.

" See " cards, reference or non-effective cards necessary for the proper working of the files (**133**).

Tabbed cards, cards provided with a tab, the position of which may be made to indicate something, besides the indications printed or written on the tab.

Territorial, with registers and indexes, the term territorial should only be applied to those dealing with **one** country and its divisions only.

Unfiled, not yet filed in its proper place (**202**).

Vacant numbers, any numbers in a consecutive series which are unappropriated and therefore available. They are best charged out in the charging cabinet, from which the next vacant number in any class should be ascertainable at any time.

X INDEX

ABBREVIATION 135, 142
ACCESS TO FILES 122, 146, 336, 339
ACCESS TO MATERIALS .. 78, 120, 223, 225, 243
ACCOUNTS 164, 216-7, 310-1
ACCURACY 60, 63, 312, 316
ACKNOWLEDGMENT, OF LETTERS.. 170
ADDITION, TO CARDS.. 189
ADDRESS OF FIRMS 177, 292
ADDRESSING FROM CARDS 213
ADDRESSING MACHINE 309
ADVANTAGE, OF CARD SYSTEM 71–5
ADVERTISING 284, 292
ALPHABETICAL ARRANGEMENT .. 116, 127, 178, 337, 350
  IN COMBINATION 107–9
  NOT RECOMMENDED 147, 199
ALPHABETICAL KEY 116
ALPHABETICAL REGISTER .. 91, 93, 128, 273
  BLOCKS 289
  BOOKS 253–4
  CARDS 99, 185, 212, 298
  CIRCULARISING 300–1
  CORRESPONDENCE 93–4, 176–7
  CUSTOMERS 302
  PERIODICALS 239, 246
  PRESS CUTTINGS 228
  TRADE CATALOGUES 263
ALPHABETING 129–31, 161
ALTERATION IN NAMES 170, 174
APPLICATION FOR POSITION 194
AREA OF FIRMS .. .. 320 et seq.
ARRANGEMENT—*See* alphabetical, chronological, consecutive, geographical, numerical, one firm one number, re-arrangement, territorial.
AUTHOR 226, 253

BACK OF CARDS 188, 246, 263
BINDER .. 18, 79, 121, 169, 172, 180, 193, 200-10, 222, 283
  COLOUR APPLICATION 152
  DESCRIPTION 28-30, 35
  FILING 33, 175
  REPLACES FOLDER 31, 172, 204
  WITHDRAWALS 205, 210, 221
BINDING 243, 255
BINDING ATTACHMENT 29, 174
BLACK RECORD RIBBON 100
BLOCK, FOR PRINTER 289

BLOCK, OF CABINETS 23, 46
BOOK 180, 237, 249, 255
ARRANGEMENT ON SHELVES 251–2
IDENTIFICATION 255
BOOK, OF SAMPLES 272
BOOK SYSTEM 66–7, 70–1
BOX, FOR FILING 252, 274
BRANCH, OF FIRMS 200
BULK, OF CARDS 68
BUSINESS—*See also* mail order, past, prospective, rating .. .. 311 et seq.
BUSINESS LEDGER .. .. 310 et seq.

CABINET—*See also* card, charging, dust-proof, file, individual, key, metal, mixed, oak, unit, vertical 14, 20, 26–7, 77, 280
CALL NUMBER—*See also* decimal, new, one firm one number 11, 64, 81, 90, 121–2, 180, 205, 350, 366
FOR BOOKS 250, 255
Correspondence 176, 200
Office Literature 287
Periodicals 238, 243
Press Cuttings 234
Samples 272
Trade Catalogues 262
IN CONTENTS TO BINDER 193
See Stamp 184, 215
ON CARDS 98, 112, 136, 178–9, 181, 186, 208, 296–7
Enclosures 171
Letters 169–71, 230
CAPITAL LETTERS, ON CARDS 98, 103–4, 113, 178
CARBON COPY 166, 170, 173, 219
CARD—*See also* back, bulk, complement, continuation, effective, hand-written, index, loose, main, non-effective, receipt, reference, register, sample, second, see, set, subject, tabbed, tabulated, type-written, white .. 51–3, 68, 75, 79, 122, 145, 176
COLOUR APPLICATION .. .. 149, 153 et seq.
CORRECTIONS 174, 196, 211
FILING .. .. 126 et seq.
FLAGS ON .. .. 320 et seq.
MARKS ON 157, 293, 298, 307
TRACING BY RINGS 182, 205, 231
WITHDRAWALS 126, 183, 205, 210–1
WRITING 97–8
CARD, FOR BOOKS 251, 254
Business Ledger .. .. .. 317 et seq.
Correspondence 178–9, 185, 199
Key Cabinet 338
Periodicals 240–1
References 89, 214
Rings 113, 182, 241, 254
Tenders 283

CARD CABINET 18, 24, 27, 43–9
CARD DRAWER 45–7
ILLUSTRATIONS—
Alphabetical Arrangement .. 50, 110, 119
Combined Arrangement 107–9
Numerical Arrangement 105
With Five Guides 110, 119
With Flags 106
CARD INDEX 77
CARD SYSTEM.. .. .. .. 2, 59–70, 76, 159
CARDBOARD BOX 203, 223, 243, 267
CASH .. .. 313, 315, 327 et seq.
CATALOGUING.. 77
CATCH, IN CARD CABINET 49
CENTRAL INDEX .. 112, 227, 241, 263, 366
CENTRAL REGISTER .. 95–6, 177, 263, 273, 286, 292, 306, 317, 366
CARDS 186
CHARGING .. 39, 76, 145, 165, 229, 242, 255, 264, 273–4, 287, 290
IF FILED OUT OF ORDER 281
LETTERS 192, 195, 197–8
MATERIALS STORED 203, 210, 231
VACANT NUMBERS 252
CHARGING CABINET 8, 9, 13, 15, 18, 37–42, 120, 229
CHARGING GUIDE 37, 40-2, 147
CHARGING SLIPS 37, 40–2, 79, 145–8
CHART 281–2
CHECKING 174, 237
CHEQUE, AS ENCLOSURE 217
CHRONOLOGICAL ARRANGEMENT 136, 174, 286
CIRCULAR LETTER 193, 297
CIRCULARISING 163, 193, 212, 291, 311, 327–8, 335
CLASS, DIVISION OF MATERIALS .. 10, 75, 80, 164, 201
CLASSIFICATION—*See also* arrangement, decimal, library, simultaneous 3, 73–4, 78–9, 101, 116, 159, 223, 309
CLOSING UP 35, 203, 243, 366
COLLECTIVE 179, 187
COLOUR APPLICATION .. 15, 76, 149–55, 318, 337
To BINDERS 32, 172, 216
Cards .. 96, 112, 115, 183, 227, 263, 317
Charging 38, 147–8, 229
Classes.. .. .. 64, 75, 79
Flags 158, 318, 320
Guides.. .. .. 107, 109, 123, 141
Marks on Cards 294
Rubber Stamps 215
COMPETITOR 155, 157, 304
COMPLEMENT, OF CARDS 99
CONCRETE (indexing).. .. 114–5, 142–3, 366
CONFIDENTIAL LETTER 192

CONSECUTIVE ARRANGEMENT 11, 78, 85, 252, 299
Of Materials 169, 225, 238, 250-1, 255, 262, 274, 289, 343
CONSISTENCY 63, 126–7, 356
CONTENTS 33
Of Binders 33, 193, 206
Cards 228
Drawers 23
Key Cabinet 337
Letters 208-9
CONTINUATION CARD .. 125, 240, 300, 366
CONTINUITY
In Accounts 216-8
Correspondence 208, 217–8
Transaction 206, 209
CONTRACT 283, 304
CONTROL 312–3, 339, 359
COPY OF ORIGINALS 167, 197
COPYING BOOK 166
CORRECTION 95, 301
On Carbons 166
Cards .. 170, 174, 177, 180, 188–9, 196
CORRECTIVE AGAINST ERRORS 64, 70
CORRESPONDENCE—*See also* letter, new, old, unfiled 29, 69, 81–2, 91–3, 164–222, 283
Divided 103, 208
COST, of Card System 65
COSTING 311-3
COUNTRY (indexing) 114–5, 142–3
COVERING LETTER 171, 215, 217, 230, 308
CROSS REFERENCE 88, 99, 116, 215, 272
CUSTOMER 157–8, 293, 302, 305–6, 311

DAILY LIST 343, 348
DAILY PAPER 344, 348
DAILY RECORD 345–50
DATE 122, 165, 203
DATE of Publication 224
DATE STAMP 18
DAY'S MAIL 199, 333, 342
DECIMAL CALL NUMBER .. 82, 103, 200–1, 262, 287
DECIMAL CLASSIFICATION 250
DEPARTMENT (Firms) 195
DESIGN 280–2
DEVISING 65–6, 76, 97
DIRECTORY 77, 285
DISCOUNT 261–4, 302
DISTRIBUTION
Of Goods 323, 335
Of Work 64, 363
DRAWER—*See also* card, vertical .. 23, 48–9, 79

DUPLICATE LETTER 166, 209, 212
DUST-PROOF CABINET 25

EFFECTIVE CARD 212–3, 293, 317
EFFICIENCY 78, 351
EMPLOYMENT LETTER 194
ENCLOSURE .. 88, 170–1, 184, 205, 214, 215, 297
A Class 216–7
C Class 164
P Class 35, 237
PC Class 230, 234
S Class 272
T Class 262
ENVELOPE, for Cuttings 223
ERROR 64, 95
EXCLUSIVE—
Class 86, 366
Colour 151, 152, 156, 366
Number 11, 81, 84–6, 201, 366
Place for Cards 97, 126
Sign 295
Worker 126, 333, 363, 366
EXPANSION, in Files 21
EXPERT LABOUR 61, 66, 353

FACTORY 335
FAILURE 66–7, 365
FIFTH GUIDE 107, 110, 117, 119, 124, 142
FILE, Cabinet 10, 77, 79, 210, 336
FILE OF CIRCULAR LETTERS 297
FILE OF OFFICE LITERATURE 287, 308
FILER 146
FILING—*See also* alphabeting, inversion, misfiling, mixed, rough, strict 33, 76–77, 120, 281, 366
A Class 216
B Class 251
C Class 174–5, 299
Cards 120, 178, 183
Designs 280
P Class 243
PC Class 223
S Class 274
T Class 264
FILING ON THE ROD 64, 366
FIRM, Information 302, 315, 327–9
FIRM, Names 127, 177–8, 183, 200, 210
FIRM STAMP 255
FIRST GUIDE—
Alphabetical 106–10, 115, 117, 119, 138 140–4, 317, 340, 366
Numerical 105, 124–5, 138, 141
FIRST TERM, for Filing 98, 127, 366
FIVE POSITION GUIDES 110, 124–5, 142

FIXED PLACE 43, 72, 90-1, 182, 223, 249, 251, 283, 301
FIXITY 366
FLAG .. .. 106, 158, 318 et seq., 337, 339, 366
FOLDER.. .. 18, 28-9, 35, 152, 169, 172-5, 180
CHANGED TO BINDER 31, 172, 204
WITHDRAWN 205, 221
FOLLOW UP (BUSINESS) .. .. .. 319 et seq.
FOLLOW UP (INFORMATION).. 344-5
FOURTH GUIDE—
ALPHABETICAL 107-10, 117, 119, 142
NUMERICAL 124-5

GEOGRAPHICAL ARRANGEMENT 108-9, 141, 179, 181, 212, 239, 246, 366
GOVERNMENT DEPARTMENT 179
GUIDE—*See also* fifth, first, five, fourth, index, lateral, printed, second, tab, third, vertical 3, 16, 23, 54, 57, 123, 137 et seq., 366
ALPHABETICAL 50, 161-2
CHARGING 37, 40-2, 147
CHRONOLOGICAL 286
COLOUR APPLICATION 156
NUMERICAL 123, 161-2
GUMMING 173, 184, 224

HANDLE, TO DRAWERS 47
HANDLING QUANTITIES 65, 74, 76, 159 et seq., 287
HAND-WRITTEN CARD 100
HINGE OF TRANSPARENT PAPER .. 173, 184, 224
HYPHEN, IN NAMES 133, 178, 186

IDENTIFICATION .. 139, 168, 170, 255, 297
IMPROVEMENT, OF SYSTEM 364
INCOMING LETTER 165, 173
INDENT, ON CARDS 98, 187
INDEX—*See also* card, central, traveller's 76, 112-19, 155, 263, 273, 289, 303, 366
INDEX CARD 116-8, 182, 185, 194, 210, 226-7, 231, 235, 287
INDEX GUIDE 89, 117, 142
INDEXING 3, 77, 113, 182, 226, 241, 254, 282, 342, 345
INDICATOR—*See also* colour, flag, guide, label, tab, tabbed, position 138, 305, 314, 317, 319 et seq. 366
INDIVIDUAL DIVISION 81, 366
INDIVIDUAL REGISTER 95
INDIVIDUAL VERTICAL CABINET .. 21-2, 26
INITIAL LETTER 10, 14, 166, 182
IN ALPHABETING 128-32, 134-5, 140
TO DIFFERENTIATE CLASSES. 11, 38, 42, 48-9, 64 74-5, 79, 147, 169, 225, 229, 238, 250, 262, 272 289, 299, 337
INK, FOR MARKING CARDS 149, 157, 189
INTERPRETATION 337, 362

INTERVIEW 168
INVERSION, IN FILING 101, 128, 188
INVOICE 311
ISSUE, OF PERIODICALS 238

KEY, FOR CABINETS 22, 44
KEY CABINET .. 294, 296, 298, 308, 336, 340

LABEL 58, 79
COLOUR APPLICATION 151–2
ON BINDERS 35, 175
Boxes 243, 267
Cabinets 15, 26, 48–9
Materials 243, 250, 262, 289–90
LABEL HOLDER 23, 27, 47–9
LABOUR-SAVING 20, 29, 45, 61, 65, 137
LABOUR UNIT 163
LATERAL GUIDE 317
LEAFLET 252
LETTER—*See also* circular, confidential, copy, carbon, covering, duplicate, employment, enclosure, incoming, margin, original, outgoing, receipt, returned, signature, signer 165, 170–1, 182, 192, 198, 202, 214, 366
FILING 173–4, 208–9, 219
LIBRARY CLASSIFICATION.. .. .. 74, 250
LID, OF BOXES.. 243
LOCALITY, IN FILING.. .. .. .. 135, 224
LOCATION, IN CHARGING 203, 210
LOCK, OF CABINETS 22, 44
LOCKING ATTACHMENT 22, 50
LOOSE CARD 69–70
LOOSE LEAF 28–9
LOOSE LEAF LEDGER 71

MAIL ORDER BUSINESS 291
MAIL TABLE 344
MAILING LIST .. .. 306 et seq.
MAIN CARD 246, 253, 263
MAIN REGISTER 12
MANAGEMENT OF FILES 337
MAP 281–2
MARGIN, ON LETTERS 173
MARKING, OF CARDS 157, 193, 213, 293, 307, 317, 337, 339
MESSAGE 168
METAL CABINET 19
MISFILING 64, 70
MISSING MATERIALS .. 198, 229, 240, 242
MIXED CABINET 24
MIXED FILING 121, 201, 215, 264
MIXED SYSTEM 67, 180
MNEMONIC CLASS INITIAL 75

MOBILITY, OF CARDS 90, 366
MONEY RECEIVED 218
MOVEMENT OF GOODS 323, 335
MUTILATION 237

NAME 129–31, 178
CHANGES 170, 174, 177, 211
ON GUIDES 140
WITH HYPHEN 133
NEW BINDER 170, 202, 220
NEW CALL NUMBER 199
NEW CORRESPONDENT 211, 220
NON-EFFECTIVE CARD 157, 212-3, 317
NUMBERING 18, 48–9, 165, 225
NUMERICAL ARRANGEMENT 74, 105, 122, 162, 199, 223
NUMERICAL REGISTER 141, 180, 239–40, 263, 273, 289
CARDS 104, 180, 185, 248, 255
GUIDES 123, 161-2

OAK CABINET 19, 26–7, 48–9
OBSOLETE MATERIAL 210, 231
OFFICE LITERATURE 287, 306–8
OFFICE MATERIAL 7–17, 72, 121, 342, 366
OLD CORRESPONDENT 219
ONE FIRM ONE NUMBER 84–5, 121, 262
ORIGINAL LETTER 170, 192, 197, 214
OUTGOING LETTER 166

PAGE, IN CALL NUMBER 238, 262
PAMPHLET .. 35, 171, 224, 237, 249, 252, 255
PAST BUSINESS 315, 327
PASTING, OF CUTTINGS 224
PATTERN 279, 282
PERFORATING, OF LETTERS 173
PERFORATION, OF CARDS 52
PERIODICAL .. 81–3, 228, 237 et seq., 250, 282
PHOTOGRAPH 197, 281–2
PLAN 281–2
PLURAL "S" 102
POSITION, AS INDICATOR 318
PRECISION 60
PREFIX, IN NAMES 135
PREPOSITION, WITH NAMES 132
PRESS CUTTING .. 171, 215, 223–5, 229–31, 234
CARDS 224, 234–5
PRICE LIST 261
PRICE MARKER 296
PRINTED GUIDE 139
PROCESS, IN INDEXING 114–5, 142
PROSPECTIVE BUSINESS 313–5, 327, 335

QUANTITY, OF LETTERS, ... 199
QUARTO SIZE 21

RATING, IN BUSINESS .. .. 327 et seq., 366
READING, FOR INDEXING 198, 241
RE-ARRANGEMENT, OF DRAWERS 122
RECEIPT, OF LETTERS 192
RECEIPT CARD 240, 248, 264
RECORDING 67, 77-8, 342
REFERENCE—*See also* cross, single .. 76, 87-9
ON ACCOUNTS 216
Cards 101, 189, 208, 211, 214
Correspondence 218
Guides 117
REFERENCE CARD 133, 186, 188, 212
REGISTER—*See also* alphabetical, central, individual, main, numerical, subject, trade .. 12, 14, 76-7, 90-110, 292, 306, 366
FOR MATERIALS 239, 253, 263, 273
REGISTER CARD 91, 98, 111
REGISTERING 77
REPRINT 287
RESPONSIBILITY 146, 359
RETURNED LETTER 183, 196
REVISE 287
RING, FOR EACH CARD 113, 178, 182, 184, 226, 234, 241, 254
TO TRACE CARDS 182, 205, 231
ROD, OF DRAWERS 21, 23, 27, 45-6, 56
ROLLING, FOR FILING 281
ROUGH FILING 161-2, 366
RUBBER STAMP 18, 215, 230
RUBBER TYPE 18
RULE, FOR ALPHABETING 129-34
RULE, IN SYSTEM 337, 356, 362

SAMPLE, CLASS OF MATERIALS .. 171, 246, 271
SAMPLE CARD 186-9, 298, 322, 330
SCRAP BOOK 223
SCREW 47
SCREW ROD 45
SECOND BINDER 203
SECOND CARD 240
SECOND GUIDE 117, 119
ALPHABETICAL 107-8, 110, 140-2
NUMERICAL 105, 124-5, 141
SECOND TERM 98, 114
SECRECY 296, 336
SEE CARD 133, 178, 186, 366
SEE STAMP 35, 184, 234
SELLING 311, 313

SET OF CARDS .. 99, 118, 185–8, 235, 246
SET OF CUTTINGS 232
SHAPE, OF INDICATORS 318
SHELF, FOR FILING 243, 251
SIGN, ON CARDS 294–5, 298
ON LETTERS 297
SIGNATURE 132, 202, 207
SIGNER, OF LETTERS 178, 207–8
SIMULTANEOUS CLASSIFICATION .. 141, 328
SINGLE REFERENCE 87
SINGULAR, OF TERMS ON CARDS 102
SIZE—
OF CABINETS 21
Cards 223, 300, 317
Drawers 27
Materials 271, 274, 280–2
UNIFORMITY 28, 287
SOFT WOOD CABINET 19
SPECIALISATION 60–5, 312
IN CARDS 62, 72
IN PROCESSES 160
SPRING ROD 45, 48–9
STRICT FILING 161–2
STRONG ROOM 192
SUB-DIVISION 11, 16, 123
SUBJECT 33, 223, 251
SUBJECT CARD 33, 247, 251, 254
SUBJECT REGISTER 181, 273, 301
SUMMARY
B CLASS 256–7
C CLASS 219–21
P CLASS 244–5
PC CLASS 233
T CLASS 265–6
SUPERVISION 360
SUPPLEMENT 262
SYSTEM 78, 351

TAB, OF GUIDES 54–5, 123–4, 154
TABBED CARD 53, 317, 366
TABULATED CARD 3, 317, 322, 330
TELEGRAM 167
TELEGRAPH 285
TELEPHONE 168, 285
TENDER 283, 304
TERMINOLOGY 77, 366
TERRITORIAL ARRANGEMENT .. 99, 104, 107, 181, 301, 366

THIRD GUIDE
ALPHABETICAL .. 107, 109–10, 117, 119, 140, 142
NUMERICAL 105, 124–5, 141

THIRD TERM 114
TICKLER 286
TITLE 253, 289
In Alphabeting 128, 131, 134, 140
TRACING, of Cards 182
Letters 195
Periodicals 240, 242
Press Cuttings 228, 231
TRADE CATALOGUE .. 181, 246, 261 et seq.
TRADE REGISTER 99, 104, 181, 185
TRANSFER CASE 203
TRANSPARENT PAPER 173, 224
TRAVELLER .. .. 320 et seq.
TRAVELLER'S INDEX .. 302, 305–6, 311 et seq.
TYPEWRITTEN CARD 100

UNFILED CORRESPONDENCE .. 199, 202, 366
UNIFORMITY IN SIZE 28, 287
UNIT CABINET 21–2, 27, 44

VACANT NUMBER 170, 252, 366
VERTICAL CABINET 18, 21, 24, 26–7, 59, 121, 223, 234, 251
VERTICAL DRAWER 125
VERTICAL GUIDE 56, 125, 223
VISITING CARD 168

WHITE CARD 16, 183, 317

YEAR, in Call Number 250

LIBRARY OF THE UNIVERSITY OF CALIFORNIA

RY
DATE
UNIV. OF CALIF., BERK.
LOAN
1962
BERK.

YC 92761